

Appeal 2004



WESTERN AFRICA REGIONAL PROGRAMMES

Appeal no. 01.49/2004

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

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

| Programme title | 2004 in CHF |
|--|------------------------------|
| Strengthening the National Societies | |
| Disaster Management | 247,594 |
| Coordination, Cooperation, and Strategic Partnerships | |
| Coordination and Implementation | 786,519 |
| Total | 1,034,112² |

Please note that objectives, expected results, and activities associated with the Organizational Development programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

¹ Identified by blue in the text.

² USD 776,652 or EUR 665,666.

Regional Context

Although West and Central African region is truly one of the worlds most diverse, common problems emerge all across. Most evident of this is the armed conflicts in many of its member countries. While some protracted conflicts seem to be drawing to close as in the Democratic Republic of Congo (DRC), new ones continue to emerge, as in Côte d'Ivoire. The attempted coup d'etats in Mauritania, Guinea Bissau and the Central African Republic in 2003, further reinforce the picture of regional instability. Diseases still run rampant - from the meningitis belt in the North, to cholera outbreaks in Central Africa. Natural disasters such as floods and droughts are alarmingly frequent, occurring simultaneously within the same countries. Finally, the overwhelming poverty and lack of economic development exacerbate the region's problems limiting the population's capacity to cope and respond. A brief look at the region's human development indicators (from 2001) graphically depicts its challenges.

| Country | Life Expectancy at Birth | Adult Literacy (%) | School enrolment (total %) | GDP per capita (PPP USD) | HIV infection (age 15-49 %) |
|--------------------------|--------------------------|--------------------|----------------------------|--------------------------|-----------------------------|
| Cape Verde | 69.7 | 74.9 | 80 | 5,570 | |
| Equatorial Guinea | 49.0 | 84.2 | 58 | 15,073 | 3.4 |
| Gabon | 56.6 | 71.0 | 83 | 5,990 | - - |
| Sao Tome and Principe | 69.4 | 83.1 | 58 | 1,317 | - - |
| Ghana | 57.7 | 72.7 | 46 | 2,250 | 3 |
| Republic of Congo | 48.5 | 81.8 | 57 | 970 | 7.2 |
| Togo | 50.3 | 58.4 | 67 | 1,650 | 6 |
| Cameroon | 48.0 | 72.4 | 48 | 1,680 | 11.8 |
| Gambia | 53.7 | 37.8 | 47 | 2,050 | 1.6 |
| Nigeria | 51.8 | 65.4 | 45 | 850 | 5.8 |
| Mauritania | 51.9 | 40.7 | 43 | 1,990 | - - |
| Senegal | 52.3 | 38.3 | 38 | 1,500 | 0.5 |
| Guinea (Conakry) | 48.5 | 41.0 | 34 | 1,960 | - - |
| Bénin | 50.9 | 38.6 | 49 | 980 | 3.6 |
| Côte d'Ivoire | 41.7 | 49.7 | 39 | 1,490 | 9.7 |
| Chad | 44.6 | 44.2 | 33 | 1,070 | 3.6 |
| Guinea-Bissau | 45.0 | 39.6 | 43 | 970 | 2.8 |
| Congo, Dem. Rep. of the | 40.6 | 62.7 | 27 | 680 | 4.9 |
| Central African Republic | 40.4 | 48.2 | 24 | 1,300 | 12.9 |
| Mali | 48.4 | 26.4 | 29 | 810 | 1.7 |
| Burkina Faso | 45.8 | 24.8 | 22 | 1,120 | 6.5 |
| Niger | 45.6 | 16.5 | 17 | 890 | - - |
| Sierra Leone | 34.5 | 36.0 | 51 | 470 | 7 |

PPP in this context refers to Purchasing Power Parity

In response, West and Central African national societies have significantly stepped up their activities in 2001 especially in HIV, community health, and disaster response. Significant accomplishments have been recorded in fighting epidemics, flood/drought response and responding to the population movements in the region. Generally, however, the region remains under-funded given the gravity of these challenges. Undoubtedly, donors remain wary to invest in a region wracked by conflict and governmental instability. Yet, the greatest problem appears to be the lack of political interest and will to support countries marginalized from the existing world's socio-economic order. The Movement thus needs to commit itself to reversing this trend and draw fuller attention and support to these world's least developed countries as in the Ouagadougou declaration.

Red Cross and Red Crescent Priorities

Movement³ Context:

One of the regional delegation's most important missions is the pooling of resources to address program and policy issues from within the West African Context. Regional working groups were created in 2002 in response to the desire of national societies to take greater charge of their own development both in the West/Central Africa and in each sub-region to meet this challenge. In addition, sectoral groups in Health, Disaster Management and Organizational Development are regularly convened with sub-regional representatives. These groups belong to the member national societies though the Regional Director and Officer assist in providing the forum with technical advice. In these group meetings, priorities and regional assistance sources are set and identified. This has proven successful in many cases in the last year especially in the field of organizational development. Specific examples are the support given to Benin Red Cross from the President of the Burkina Faso or the assistance from the Togolese Red Cross Secretary General to the Guinea Bissau Red Cross. Technical assistance is being given to Mali Red Cross by the Senegalese Red Cross.

Close cooperation exists with the ICRC throughout the region, despite the slight difference in the region's geographical division by the two Geneva institutions. Cooperation in Liberia, Sierra Leone and Côte d'Ivoire can be cited as examples.

Similarly, partner national societies including the Spanish, Netherlands, Danish, Italian, Belgian and French Red Cross Societies have offices distributed across the region.

Regional Red Cross and Red Crescent Priorities

"Efficiency, proximity or equity" are the watch-words for the Federation's efforts to support regional national societies. With 24 countries from Mauritania to the DRC, the region encompasses enormous diversity and multiple challenges. The response to these challenges has been the establishment of four regional offices that can identify more closely with the societies and establish tailor-made solutions to resolving the problems. The four regional offices became fully established and operating in 2003 with the sub-regionalisation process which began in 2002. The national society response to the new structure has been extremely positive with Federation-supported programs operating in each of the 24 countries for the first time in many years. There has also been a reduction in the regional delegation size from eight to four delegates, with the establishment of the regional offices.

The regional offices basically serve between four to eight national societies, concentrating on supporting them in programming. The regional delegation focuses on coordination/management, international representation and governance support. In addition, the regional delegation provides financial, information and reporting services to national societies and regional offices. Finally, due to the interlocking nature of disasters and conflicts in the region, the regional delegation will take the lead on regional Disaster Management by developing a Regional Disaster Response Teams (RDRT) network as well as disaster preparedness and mitigation programs.

After the outbreak of armed conflicts in Côte d'Ivoire, the regional delegation moved its offices to Dakar, Senegal. By the end of 2003, the delegation will be firmly established in Dakar; the four sub-regional offices are described below:

- **Central Africa sub-region:** based in Yaoundé, the office serves the national societies of Cameroon, Central African Republic, Chad, Republic of Congo, Equatorial Guinea, and Sao Tomé and Príncipe; country offices exist in the DRC and Gabon⁴.
- **Sahel sub-region:** based in Dakar, the office serves the national societies of Burkina Faso, Cape Verde, the Gambia, Mali, Niger, and Senegal; a full-time representative is based in Mauritania.
- **Mano River sub-region:** based in Abidjan, the office serves the national societies of Côte d'Ivoire, Guinea-Bissau; country offices exist in Guinea (Conakry), Liberia and Sierra Leone.
- **Lomé sub-region:** based in Lagos, the office serves the national societies of Benin, Ghana, Nigeria and Togo.

³ 'Movement' refers to the International Red Cross and Red Crescent Movement

⁴ Country offices are established on the basis of specific and pressing needs and should be considered as temporary until those needs are fully addressed.

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The West and Central Region adopted a country-based focus for the majority of its programs. Reference can be made to individual country or sub-regional programme appeals for details of its programming. This regional programmes' appeal will focus on coordination and management, regional cooperation and disaster management.

The Movement's action philosophy in this region has been forged in the **Fifth Pan African Conference** and the resulting commitments outlined in the **Ouagadougou Declaration**. In this respect, all national societies are focused on the ARCHI⁵ 2010 community-based health priorities, especially scaling up the fight against the regional spread of HIV/AIDS. Equally important is poverty alleviation through the implementation of effective food security programs. To accomplish these goals, there is a need to concentrate on capacity building, organizational development and volunteer management for the regional national societies. The Ouagadougou Declaration closely parallels the Millennium Goals set out in the United Nations General Assembly of September 2000 and the Movement is uniquely placed to actualise these goals.

The establishment of the New Partnership for African Development (NEPAD) in 2001 has finally put in place a global framework through which African national societies can establish long-term partnerships with governments, donors and civil societies to coherently address Africa's overwhelming problems. The Federation and the national societies of West and Central Africa will closely work together with these partners to enhance the living conditions of the region's vulnerable population.

For West and Central Africa, the Cooperation Agreement Strategy (CAS) process is a framework which facilitates a coordinated approach for national societies to live up to the commitments made in Ouagadougou and achieve the key goals of Strategy 2010⁶ and the Ouagadougou Declaration by:

- Building/strengthening capacity and promoting programme management and implementation accountability in national societies.
- Strengthening the national societies' response capacity to rapid and slow onset disasters, and building effective link with international disaster response.
- Scaling up integrated HIV/AIDS, food security, community-based disaster preparedness/ response and WatSan interventions through stronger volunteer management.
- Regional cooperation and knowledge-sharing.
- Cooperation agreement strategies based on national societies' priorities.
- Strategic partnerships beyond the Red Cross confines.
- Effective representation and advocacy on behalf of the vulnerable.
- National society governance support.

⁵ ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. Refer to <http://www.ifrc.org/what/health/archi/>

⁶ Strategy 2010 is the International Federation's guiding framework for the decade 2000 to 2010. This overall strategy identifies the following four CORE areas as the cornerstones upon which the International Federation will continue to build its collective expertise and reputation: humanitarian values; disaster preparedness; disaster response; and health and care in the community. Refer to <http://www.ifrc.org/who/strategy.asp>

Strengthening the National Societies

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Background and achievements/lessons to date

Most programmes presented in the 2003 Annual Appeals aimed at providing support to an individual national society. However, four sub-regional programmes were presented which added value by:

1. Regionally coordinating and representing a rapidly expanding range of HIV/AIDS projects at the national society level.
2. Enabling and coordinating a regional and international response to rapid and slow onset disasters such as RDRT or FACT⁷ where their scale exceeds the capacities of individual national societies.
3. Providing regional national societies support on specific issues such as governance, youth, volunteer and branch development - according to their needs and requests.
4. Regionally coordinating an HIV/AIDS initiative for youth through a support/exchange network to check the rapid spread of AIDS in West Africa. This project, known as the Red Cross and Red Crescent AIDS Network for the Youth in West Africa (RANY-WA), will be coordinated by the Mano River office. Although it was originally meant for 16 West African national societies, Central Africa will become a member after the RAN-WA meeting in December 2004. More detailed information on the RANY-WA project can be found in the Mano River 2004 Appeal.

In addition to the four sub-regional offices, there are also three Country Delegations: Guinea (Conakry), Sierra Leone and the DRC. In Liberia, a Federation Representation was planned to meet the redevelopment of activities at the national society, support its response to increasing vulnerability and national insecurity while in Gabon, the goal was to assist in establishing a well-functioning national society and meet achievement on integrity issues. When required by complex humanitarian crisis, Country Delegations and Federation Representations make a shift in approach from a parallel to an integrated structure to enhance the society's decision-making and the Federation's advisory and facilitative role. A flexible approach was required in terms of adapting the size and scope of the country presence according to local needs.

The Federation is committed to regional cooperation development, pooling member national societies' expertise and offering forums for joint problem solving. In that way, the regional delegation initiated its regionalization plan in 2002, and supported the national societies' regional working groups' initiative to encourage cooperation, coordination and direction among others.

Three regional working groups were formed according to the three sub-regional offices, and the Central Africa sub-region has a Coordination Committee group. The working group members are as follows:

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

To further ensure member national societies' commitment to coordinated action, each regional working group was to assign three representatives to join the sectoral working groups.

| Sectors | Health | Development | Disaster Management |
|-----------------------|----------------------|---|---------------------------------------|
| Sahel working group | ARCHI 2010 | Finance and resource Development | Food Security |
| Abidjan working group | Water and Sanitation | strategic planning and project management | Vulnerability and Capacity Assessment |
| Lagos working group | First Aid | Information and public relations | Disaster Management |
| Central Africa NS Com | to be determined | to be determined | to be determined |

⁷ FACT – Field Assessment and Coordination Teams rapidly assess and coordinate humanitarian response to large-scale emergencies. The system is designed to form and deploy teams of highly trained Red Cross and Red Crescent response practitioners to a disaster site within 12 to 24 hours. Refer to <http://www.ifrc.org/what/disasters/fact/>

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The West and Central African national societies are committed to this regionalization and are keen to see the process perfected and financially supported in 2004. The working groups developed and agreed upon Terms of Reference (ToR) at the 2001 meeting from experience, lesson learned and local needs of vulnerable people.

The Federation plans to support two meetings each of the four regional working groups comprising the heads of Offices and Country Delegations, and two for sectoral working groups with Federation technical advisors from sub-regional offices in attendance.

The Federation is expected to support one meeting for the Overall Regional Working Group constituted by the three chairs of the regional working groups and the three chairs of the sectoral working groups, at which a Federation observer will attend.

In addition, the International Federation and partner national societies have committed themselves in Ouagadougou to strengthen African national societies' capacities to better deliver services in term of volume and impact, and advocate on behalf of the vulnerable people; to contribute to their development to effectively participate in the Governance of the Federation. The regional delegation for West and Central Africa has engaged national societies in developing their CAS process.

This notwithstanding, some working groups are yet to fully function or perform due to misunderstanding of the ToR and late arrival of financial support with the 2003 budget approval available only at the end of July. Weakness of some national societies to conduct VCA⁸ or design their Strategic Development Plan has left many CAS processes still in the initial stages. Similarly, poor management, lack of strategic planning, Governance and Management issues has also taken their toll on most of the member societies.

Disaster Management

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Background and achievements/lessons to date

Erratic weather conditions took a number of countries from drought to heavy flooding during 2003, demonstrating that there are no safe zones from natural disasters in Africa. Drought and floods, coupled with Côte d'Ivoire's political tension, Liberia's full-scale armed conflict, Sudan's population movement into Chad and a variety of widespread epidemics, continued to test the Movement's capacities in this region. Further development of disaster management and coordination capabilities is a necessity for a region with such high incidence of disasters.

During 2003, the Federation held a number of training courses in Disaster Management and Regional Disaster Response Teams. Training efforts in Central Africa have reinforced the sub-regional team's epidemic response skills while retaining an overall relief capacity. Anglophone countries of the region were offered an RDRT workshop in Ghana while the Francophone member national societies participated in a similar workshop in Mali.

The RDRT workshops cover a range of fundamental technical information on how we respond to more than a 10-day long workshops. The workshops are designed to have a balance between presentations, group work and field exercises. A database combining input from all regional workshops is underway but the teams have already been deployed to various operations. Solid response to the Sahel Floods Appeal has reinforced the value of these training efforts expected to continue in 2004-2005.

In 2004, technical skills within the regional teams will continue to be identified and enhanced. To ensure that the regional teams have cross-sectoral expertise, a pan-regional workshop will focus on recruiting staff and volunteers with professional background and expertise. A second level workshop will be offered to a group of people selected based on their achievements in the region. This workshop is in part, team-leadership training and in part a refresher course on specific skills especially in planning and assessment methodology. Regional teams will be equipped with communications equipment and other appropriate equipment and clothing.

⁸ VCA – Vulnerability Capacity Assessment.

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Information and knowledge sharing will be offered to all national societies who wish to take part in the RDRT system through the region's structure of cross-border and inter-regional exchange programme. Interlocking disaster response capacities will be built on all levels: national, sub-regional and regional.

Goal: To improve the national societies' disaster management capacities especially in information management, risk analysis/reduction, monitoring, preparedness and response.

Objective: To promote the use of regional teams for disaster response and preparedness.

Expected results:

- Maintained a database of regional technical expertise in key disaster management sectors.
- Increased use of RDRT as a key, regionally-based disaster management tool.
- Enhanced fast and effective management of information on disasters for timely response.
- A faster response to medium and large-scale disasters with the deployment of regional teams.
- Increased credibility for national societies based on improved capacities through participation in regional mutual aid.
- Enhanced capacities for national societies participating in the RDRT system.
- Smooth link the Federation's global disaster response mechanisms and tools when disasters exceed the capacity of the region to respond (FACT, ERU⁹, DMIS¹⁰ and DMC)

Organizational Development

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Goal: To maximize the International Federation's efforts to improving the lives of the vulnerable peoples through support to the national societies' development and programs.

Objectives: The quality of the national societies' programmes management on behalf of vulnerable populations is improved.

Expected Results :

- Targeted national societies of West and Central Africa supported by the regional delegation, offices and country delegations, make documented progress in effecting organizational change, providing increased and relevant services to vulnerable peoples.
- Member national societies are assisted in establishing their programs on the basis of Strategy 2010 core areas, Ouagadougou Declaration and local vulnerability.
- Regional national societies integrated learning from updated analysis of their situation and environment into strategic programme plans to monitor progress.
- An increasing number of national societies in the region have high quality strategic plan setting out long-term programme and organizational objectives.
- All member national societies scale-up their programs in the four core areas based on regular assessments of country vulnerabilities and needs, the role of other organizations and their own capacity and plans.
- VCA and PPP tools are more widely used by regional member national societies supported by the Movement.
- More national societies have increased multi-talented volunteers and widespread use of volunteer policy and guidelines.
- National societies' volunteer recruitment is done with promotion of greater diversity and gender, ethnic and youth representation.
- Active support in improving societies' volunteer management is given.

⁹ ERU – Emergency Response Unit is part of the Federation's disaster response tools. It provides specific support or direct services when local facilities are either destroyed, overwhelmed by needs, or do not exist. Using a standardized modular system of equipment and pre-trained teams of national society technical specialists, an ERU can be deployed within 48 hours. Refer to <http://www.ifrc.org/what/disasters/eru/>

¹⁰ DMIS – Disaster Management Information System.

Coordination, Cooperation, and Strategic Partnerships

Regional Cooperation

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Goal: The Regional national societies' commit themselves towards development and capacity building for improved service delivery in the four core areas of Strategy 2010.

Objective: Member national societies develop their local expertise as well as share information and resources with each other, in addition to coordinating their plans and work with all important Stakeholders.

Expected Results:

- Regional Working groups participate in improving services provided by the member national societies to the vulnerable populations in West and Central Africa.
- A single, common Movement approach to capacity building and organizational development is agreed upon and applied.
- The formal network existing among the Federation, ICRC and national societies structures, promotes the dissemination and exchange of expertise on capacity-building and organizational development through the working groups' human resources.
- The Central Africa is fully integrated into the existing West Africa regional working groups to harmonize and work effectively as a region.
- More resources are committed to capacity building and multi-year commitments made to Capacity Building Fund.
- Local expertise development and reinforcements continue through established sectoral groups specializing in Health, Disaster Management and Organization Development which serve as regional human resources.
- Participants are trained in the PPP for improved planning, budgeting, monitoring, reporting of programmes/projects, by national societies themselves, at national and branch levels trainers and integrated into sectoral working groups.
- The sectoral working groups are linked to the regional delegation which provides effective expertise with the presence of a Programme Coordinator delegate (for OD) and a Disaster Manager delegate, as well as to one regional health delegate/officer who will coordinate with the other sub-regions.
- Both regional working groups and sectoral groups review their ToR according to lessons learnt and local needs as well as share knowledge and experiences with members of their group.

Goal: Member national societies strengthen their capacities in the four core areas to promote greater international development cooperation with major regional stakeholders.

Objectives: Cooperation Agreement Strategies (CAS) are acknowledged and used as a basis for coordinated Movement action to build a national society's capacities and programs. New partnerships are developed, providing more flexible and long-term support to the region.

Expected results:

- Cooperation with the ICRC is expanded and deepened all over the West and Central Africa region.
- The first CAS planned and negotiated for eight national societies in 2003, are consolidated and implemented.
- The Federation uses the CAS as a major tool for producing long-term support to the national societies' strategic plans.
- The added-value of the Federation's coordination role is recognized and supported by all Movement partners (regional national societies, partner national societies and ICRC), becoming more involved in CAS which enhances the Movement's international cooperation efforts to maximize their collective impact.

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- CAS enables partners to jointly plan or manage an effective flow of resources and ensure that their use is targeted and coordinated with non-Movement partners.
- Further progress is made in implementing the Strategy of the Movement and harmonizing systems and procedures between the Federation and the ICRC in key sectors all over the region.
- Sub-sub-regional offices or Country Delegations are fully coordinating individual country CAS in the region.

Representation and Advocacy

Background and achievements / lesson to date

All four Offices are now established in the region, and the regional delegation moved to Dakar. The participation of Country Delegations, the Offices and the regional delegation of West and Central Africa should now have the opportunity to contribute more significantly to the humanitarian debate and to mobilize resources to assist national societies through the regional offices.

Goal: The Federation is well known as a credible and effective voice on humanitarian issues of concern in West and Central Africa.

Objective: The quantity and quality of International Federation participation in interagency coordination and planning is increased.

Expected Results:

- Effective advocacy strategy based on a specific issue is agreed with the national societies while the Advocacy Department supports them to achieve their goal.
- The Federation increases participation in interagency coordination/planning and shared strategy with societies and other partners.
- The Federation takes active participation in all UN CAPs in West and Central Africa in 2004. Duplication of planning is minimized and CAS is introduced as tool in joint planning.
- Shared knowledge with IASC and its working groups coordinating with ICRC is enhanced.
- National societies become more involved in coordination, planning and CAP by the end of 2004.

International Disaster Response

In August 2003, a Disaster Management Coordinator was hired for the West and Central region with the intention of establishing a Disaster Management Unit in the regional delegation in Dakar. This unit will be one of the focal points of the Federation's regional support efforts. It will consolidate the existing functions its various departments under the leadership of the Disaster Management Coordinator. The DM will support national societies when regional, national or international disaster assistance is required and will closely coordinate with Geneva's DM Coordination department. This will improve harmonization among international response mechanism teams. The coordinator will also be responsible for coordinating and supervising the sub-regional and country offices in their efforts to establish smaller and more localized disaster management units. The Disaster Management Unit will work closely with ICRC, OCHA¹¹ and other regionally-based agencies.

The core objective of the Regional Disaster Unit is strengthening the role of national societies to respond efficiently and effectively towards local and small disasters. It includes building up the national societies' disaster response capacities and a core team of officers readily available to handle small to medium disasters, exceeding any individual national society capacity. The regional delegation will establish a structure capable of providing immediate support to the national society, and the Federation and coordinating with other stakeholders in the event of a disaster.

The added-value of the regional delegation role in emergencies goes beyond leadership and coordinating national societies interventions. It also strengthens the media management at both local and regional level and bridges the gap between relief and rehabilitation.

¹¹ OCHA – (UN) Office for the Coordination of Humanitarian Affairs

Governance Support

The regional delegation will assist the Secretariat in providing governance support to the Federation's leadership while member national societies are represented in the Federation's Governing Board and constitutional Commissions until 2005.

Goal: To support members of the constitutional forum to contribute effectively to the Governance of the Federation and the Movement as a whole. The regional national societies are strengthened to be fully participating and effective members of their International Federation.

Objective: To improve communication with members of the Board and Commissions and all national societies on issues concerning Africa and the Region.

Expected results

1. The Board and Commission members are regularly contacted and informed on key regional issues.
2. Board and Commission members are invited for regional partnership meetings and informed of the outcomes of RC-Net meetings.
3. The regional delegation facilitates preparatory meetings for the Board and Commission members in advance of statutory meetings.
4. The regional delegation supports board and commission members to represent the Federation in international forums at international events.
5. Regional delegation coordinates with regional offices and country offices to ensure information sharing and appropriate participation in the Federation governance issues.

The above role is integrated in the tasks and responsibilities of the Head of regional delegation and Heads of Office and is an integral part of the daily activities

Delegation Management

Background and achievements / lessons to date

The 11-year old regional delegation for West and Central Africa is undergoing significant developments both in its geographical scope and in its responsibilities, in line with the Federation's change strategy. The Head of Regional Delegation will provide overall direction and management to regional delegation, offices and country delegations. He will be responsible to profile the International Federation and national societies on the regional stage liaising as appropriate with key partners in the public and private sector.

The Programme Coordinator (PC) will organize the sub-regional offices and Country Delegations' efforts toward national societies capacity building, assuring that programming is in line with Strategies of the Federation, and each programming efforts have capacity building elements. He/she will also be responsible for coordinating regional programs, including PPP workshops, Regional working group and sectoral working groups. The program coordinator will also assist the Head of Regional Delegation (HoRD) to manage the Federation Offices and staff in the region.

Administration, accounting and financial management will be supervised and coordinated by the regional delegation Finance office, which includes analysts of the African Regional Finance Unit. The finance office will also provide training and implementation of new standard operating procedures, administration of professional/support personnel in the regional delegation, administration of accommodation for international personnel and office management for the regional delegation. In addition, the office will ensure that accurate and timely financial reports are provided the Secretariat and made available to donors.

Information activities will include enhancing credibility, image and regional persona of the national societies, the regional delegation and Offices in West and Central Africa.

The reporting office will support national societies, the regional delegation, Offices and country delegations by editing and enhancing emergency appeals, operations updates, regional annual reports as well as donor specific reports and ensure the reports are available for partners and donors. The reporting

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officer will also undertake regional missions within the region to see national society activities and support reporting related training and capacity building.

The regional delegation telecom office will provide communications and maintenance support to the national societies, the regional delegation, Offices and Country Delegation to ensure rapid and effective communication.

The regional delegation welcome service will provide efficient services to visitors and staff providing the former with accurate information on visas, reception on arrival, transport and accommodation facilities prior to travel, distribute welcome kit to all visitors, and prepare briefing and debriefing programs.

Goal: The regional delegation, newly established in Dakar, is providing efficient and effective services in West and Central Africa.

Objective: The regional delegation, sub-regional offices and Country Delegations in West and Central Africa are well functioning with human resources available to support the development of West and Central African national societies, with the collaboration of the Secretariat in Geneva.

Expected Result:

- The regional delegation, Offices and Country Delegations built coordination, cooperation and strategies partnerships.
- The regional delegation, offices and country delegations recruit and train new professional staff in the Federation system and rules to deliver better services to the national societies.
- The regional delegation, offices and country delegations provide an optimal level of service to national societies through managing common Federation resources and representation. They also support them in disaster response and managing the Federation's multilateral programs.
- The regional delegation information, reporting, finance and administration, telecom and welcome departments all provide efficient and effective services in West and Central Africa.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.49/2004

Name: Western Africa Regional Programmes

PROGRAMME:

| | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | Emergency | Total |
|---------------------------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|-----------|------------------|
| | CHF | CHF | CHF | CHF | CHF | CHF | CHF |
| Shelter & construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Clothing & textiles | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Food | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Seeds & plants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water & Sanitation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical & first aid | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Teaching materials | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utensils & tools | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other relief supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SUPPLIES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Land & Buildings | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Computers & telecom | 0 | 22,000 | 0 | 0 | 3,000 | 0 | 25,000 |
| Medical equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other capital exp. | 0 | 0 | 0 | 0 | 4,000 | 0 | 4,000 |
| CAPITAL EXPENSES | 0 | 22,000 | 0 | 0 | 7,000 | 0 | 29,000 |
| Warehouse & Distribution | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport & Vehicules | 0 | 0 | 0 | 0 | 56,630 | 0 | 56,630 |
| TRANSPORT & STORAGE | 0 | 0 | 0 | 0 | 56,630 | 0 | 56,630 |
| Programme Support | 0 | 16,094 | 0 | 0 | 51,124 | 0 | 67,217 |
| PROGRAMME SUPPORT | 0 | 16,094 | 0 | 0 | 51,124 | 0 | 67,217 |
| Personnel-delegates | 0 | 0 | 0 | 0 | 347,281 | 0 | 347,281 |
| Personnel-national staff | 0 | 0 | 0 | 0 | 102,159 | 0 | 102,158 |
| Consultants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PERSONNEL | 0 | 0 | 0 | 0 | 449,440 | 0 | 449,440 |
| W/shops & Training | 0 | 170,000 | 0 | 0 | 134,774 | 0 | 304,774 |
| WORKSHOPS & TRAINING | 0 | 170,000 | 0 | 0 | 134,774 | 0 | 304,774 |
| Travel & related expenses | 0 | 5,000 | 0 | 0 | 29,638 | 0 | 34,638 |
| Information | 0 | 9,500 | 0 | 0 | 0 | 0 | 9,500 |
| Other General costs | 0 | 25,000 | 0 | 0 | 57,913 | 0 | 82,912 |
| GENERAL EXPENSES | 0 | 39,500 | 0 | 0 | 87,551 | 0 | 127,050 |
| TOTAL BUDGET: | 0 | 247,594 | 0 | 0 | 786,519 | 0 | 1,034,112 |