

Plan 2010-2011



West & Central Africa sub-zone

Executive summary

The Federation's West and Central Africa Sub-zone (WCAZ) priorities are guided by the following strategic initiatives intended to support the development and work of National Societies: the Global Agenda Goals and the Framework for Action, Strategy 2010, the African Red Cross and Red Crescent Health Initiative (ARCHI) 2010 and decisions coming out from Pan African Conferences such as the Algiers Plan of Action and the Johannesburg Commitment.

Working within these initiatives, the West and Central Africa sub-zone immediate focus is to support National Societies in providing assistance to address the needs of vulnerable people.

Risks are growing in large cities due to overcrowding, increasing violence, acute poverty, urban migration and flooding in poor neighbourhoods where urbanization is uncontrolled. National Societies are integrating these factors into their ongoing programmes.

In 2010-2011, the focus will be on supporting the National Societies in disaster risk reduction including adaptation to climate change; early warning system development; preparation for, response to, and reporting on emergencies in a timely and appropriate manner. This will be done through supporting intervention initiatives at community level; and the creation of networks and partnerships to support disaster risk management including food security programmes and interventions based on the objectives of the Algiers Plan of Action.

In terms of **preparedness and response to major disasters**, tools such as Community Disaster Response Team (CDRT), National Disaster Response Teams (NDRT) and Regional Disaster Response Team (RDRT) will be further strengthened to facilitate effective and timely interventions at both country and regional levels. These teams are designed to be supported by other tools such as the International Disaster Responses with the Field Assessment and Coordination Team (FACT) and the Emergency Response Unit (ERU). With the ongoing support from the British Department for International Development, Institutional Support (DFID IS), the Irish and Swedish Governments, the Federation will also continue to support National Societies in community-based risk reduction activities. Capacity development in disaster management in collaboration with the Swedish Red Cross and Swedish Civil Contingencies Agency continues in the three pilot countries for scaling up in West Africa to enable putting in place a robust DM system and strengthen collaboration between National Societies and their governments. With regards to partnerships, the ongoing work with governments and inter-governmental bodies such as the Economic Community of West African States (ECOWAS), Comité Inter-Etats pour la lutte contre la Sécheresse au Sahel (CILSS) and the African Centre for Meteorological Applications and Development (ACMAD) will be pursued and consolidated particularly as they relate to disaster management and International Disaster Response Law (IDRL). Partnerships with the academic and scientific institutions and the Columbia University's (IRI) will continue to enhance National Societies' work in risk reduction especially at community level.

Health programme areas and activities in 2010/2011 will be a continuation of efforts started since 2006/2007 and formalised in the Health Strategy 2007-2010. Based on NSs achievements during the last four years and increased health challenges within the countries, a new health strategy will be developed in 2010 for 2012 and beyond. With several priorities in different countries, community based health and first aid will be the frame to focus on HIV and AIDS, malaria, water and sanitation; avian and human influenza pandemic. The Red Cross Red Crescent National Societies' as civil society and

auxiliary to the Government play a key role in assisting the Ministries of Health (MoH) in participating in measles, meningitis and polio synchronised campaigns. Maternal, newborn and child health (MNCH) is another essential entry point to achieve the second Global Agenda Goal.

Training sessions and deployment of disaster response teams' members during disasters and epidemics are coordinated and rolled with the NS of West and Central Africa and at times with the neighbouring NS from East and Southern Africa. These increased exchanges and experience sharing between countries are beneficial particularly for countries that share the same official language. The role of the Health and Care Unit is to assure that all technical aspects are respected and developed while leaving the space for the diversity and local knowhow of the National Society running their health programmes.

Based on the health and care strategy for West and Central Africa, National Societies will continue to be guided and supported in their programmes aimed at improving the health of mothers and children. Based on the Algiers Plan of Action, and the Johannesburg Commitment, the 24 National Societies of West and Central Africa will continue to scale-up their health and care activities and focus on maternal and child health, malaria, water and sanitation, with activities to reduce the risks and respond to public health in emergencies. In terms of social mobilization, the National Societies will be supported in social mobilization during mass vaccination campaigns and the distribution of Insecticide Treated Nets (ITN also known as LLIMN Long Lasting Insecticide Mosquito Nets).

As part of the global programme, six NS engaged in the human pandemic (H2P) preparedness will be supported. These six targeted countries for the H2P programmes will be integrated into the disaster risk reduction support to National Societies to respond appropriately to avian flu. The H2P programmes will also be connected to the AH1N1 preparedness planned for all the 24 NSs.

Support will be provided to National Societies to strengthen the work aimed at reducing the vulnerability to HIV and AIDS through care, support and prevention activities. Already five National Societies (Burkina Faso, Central Africa, Guinea, Nigeria and the Democratic Republic of the Congo) are part of the Global Alliance on HIV and AIDS. With the recently launched Global Water and Sanitation initiative the Federation will continue to provide support and guidance to the NS of 24 countries of West and Central Africa.

Many National Societies in West & Central Africa have to undertake an organizational development process. The Federation's support to the change process of the National Societies will be tailor-made towards NSs' specific needs and will be focussing on some NSs of which commitment will guarantee success. The commitment of the targeted NSs' leadership will be a decisive indicator in the selection process

The biggest challenges here will be: the move from relief to a development focus with the implication on the general planning practices, better collaboration between governance and management teams in National Societies, adequate human resources in management, in financial management and with financial systems. To address these issues the Secretariat organisational development support plan for West and Central Africa for 2010-2011 aims to build strong National Red Cross and Red Crescent Societies within the region by helping improve their human resources base of both full time professional staff and volunteers; reinforce their capacities in programming and planning on longer term basis; encourage more interaction with other technical department and stakeholders at country level; reinforce their financial management systems and encourage financial sustainability. Support provided to each NSs will be tailored based on their actual needs.

Seven National Societies (NS) including two within Sahel (Senegal and Mali), two in West Coast (Ghana and Nigeria) and three in Central Africa (Cameroon, Gabon and Democratic Republic of Congo) have been assisted in the revision of their statutes. The NS of Chad, Senegal, Nigeria, and Benin will receive technical support to undertake their restructuring process. This process includes putting in place an adequate and relevant staffing plan and decentralised strategies. A restructuring process is currently under implementation in Côte d'Ivoire, Sierra Leone and Liberia. Senegal and Côte d'Ivoire will also receive help to undertake a human resources (RH) audit with recommendations and actions to be taken to ensure compliance with HR best practices and regulations. The National Societies of Guinea-Bissau, Mali, Burkina-Faso, Niger, Benin, and Nigeria will be supported to develop their strategic plan.

Fifteen National Societies, including nine in Sahel (Burkina-Faso, Mali, Guinea-Conakry, Guinea-Bissau, Niger, Mauritania, Senegal, Cape Verde and Gambia), four in West coast (Liberia, Sierra Leone, Togo, Côte d'Ivoire) and two in Central Africa (Chad and DRC) will improve their volunteer management system through policy development and the setting of information system on human resources and establishing a volunteer database. There will be an increased number of National Societies with volunteering policy in line with the framework provided by the Sub-zone office. Twelve National Societies (Burkina-Faso, Mali, Gambia, Niger, Guinea-Conakry, Guinea-Bissau, Mauritania, Senegal, Cape Verde, Liberia, Sierra Leone and Côte d'Ivoire RC) will be supported in finance development activities.

Under the Principles and values global agenda goal, Migration will continue to be an important area of focus in the region given the multiple challenges faced by the National Societies incurred by the movement of people wanting to improve their living conditions. National Societies such as the Mauritanian Red Crescent, the Senegalese and Mali Red Cross are implementing projects and activities to assist migrants with the support of Movement partners such as the Spanish Red Cross and the International Committee of the Red Cross (ICRC). National Societies such as the Swedish and Norwegian Red Cross have been supporting the work of the Federation to assist the National Societies of the region in migration related activities and coordination. In order to define a common Movement strategy for the region's NS to face the humanitarian consequences of migration, the Federation intends to map out the needs and vulnerabilities of migrants while assessing the capacities of the NS to respond to those needs. The Federation's newly adopted Policy on Migration will be widely disseminated among the NS and their partners to promote the Federation's position on the migration issue on one hand and to guide the NS in their work with migrants on the other. Common issues shared by a number of NS that will arise from the mapping exercise should lead to the development of joint strategies for their work along the migratory trails with the Sub-zone's support and coordination. The Migration Unit will continue to work closely with Movement partners such as the NS and the ICRC already involved in assisting vulnerable migrants while building working relations with organizations and associations already working with migrants. A particular emphasis will be put on building relationships with authorities in the region on migration related issues in order to make sure the Federation's role and position is understood and well accepted

Through partnerships, the Principles and Values unit aims attract funding from, within and outside RC Movement to assist NS implement activities in cooperation with United Nations (UN) Agencies (UNICEF, UNHCR, UNFPA, IOM, UNAIDS) as well as with other Non-Governmental Organizations (NGO) to fight all forms of violence, discrimination, exclusion including female genital mutilations (FGM). The latter is addressed also in specific health and care programmes and through principles and values components as well.

Zonal context

The West and Central Africa risk context is characterized by high vulnerability to climate related hazards and epidemics. Rising food insecurity has become a global phenomenon, and countries of West and Central Africa have been affected by either the price increase or food shortage. While Sub-Saharan Africa has the largest prevalence of undernourishment related to its population size (32 per cent)¹ and the current food prices in Sahel countries despite a good farming season remain high and pose a serious accessibility problem for the poor and most vulnerable². This situation is being exacerbated by the global financial crisis which will have a negative effect on poverty reduction efforts and on the already poor economic growth in the region³.

¹ http://www.fao.org/fileadmin/user_upload/newsroom/docs/Press%20release%20june-en.pdf

² <http://www.fao.org/docrep/011/ai481e/ai481e00.htm>

³ <http://go.worldbank.org/PHX3X3LU90>

Drought and floods are likely to continue to increase in terms of frequency and intensity due to climate changes. High vulnerability and more serious hazards could lead to potential disasters, with heavy consequences on vulnerable communities. This situation is being exacerbated by population movement and migration from rural to urban slums for most cases. This rural exodus creates conditions for more social instability, insecurity and public health issues.

Political volatility is an aggravating factor which makes development of risk reduction programmes, preparedness and response more difficult and increased potential for conflict and forced population movement.

The West and Central Africa is a diverse area comprising 24 countries, with an estimated population of around 388 million people (2006). Average per capita GNI is USD 1,418, and 46 per cent of the population live on less than 1.24 US \$ a day.

HDI rank	Country	Population below income poverty line (%)		population thousands	GNI per capita US \$	Total adult literacy rate %	Life expectancy at birth years	Total fertility rate 2007	
		\$1.25/day	\$2 a day						
		2000-2006 ^c	2000-2006 ^c	2007	2007	2000 – 2007*	2007	2007	
Medium Human Development									
1	107	Gabon	4.8	19.6	1,331	6670	86	57	3.1
2	115	Equatorial Guinea	507	12860	87	51	5.4
3	118	Cape Verde	20.6	40.2	530	2430	84	72	3.4
4	128	Sao Tome & Principe	158	870	88	65	3.9
5	130	Congo	54.1	74.4	3,768	1540	87	55	4.5
6	140	Mauritania	21.2	44.1	3,124	840	56	64	4.4
7	142	Ghana	30	53.6	23,478	590	65	60	3.9
8	150	Cameroon	32.8	57.7	18,549	1050	68	50	4.4
9	153	Senegal	33.5	60.3	12,379	820	43	63	4.7
Low Human Development									
10	154	Nigeria	64.40	83.9	148,093	930	72	47	5.4
11	159	Togo	38.70	69.3	6,585	360	53	58	4.9
12	160	Gambia	34.30	56.7	1,709	320	-	59	4.8
13	161	Benin	47.30	75.3	9,033	570	41	56	5.5
14	166	Côte d'Ivoire	23.30	46.8	19,262	910	49	48	4.5
15	167	Guinea	70.10	87.2	9,370	400	30	56	5.5
16	168	Mali	51.40	77.1	12,337	500	23	54	6.5
17	170	Chad	61.90	83.3	10,781	540	26	51	6.2
18	171	Guinea-Bissau	48.80	77.9	1,695	200	65	46	7.1
19	173	Burkina Faso	56.50	81.2	14,784	430	29	52	6
20	174	Niger	65.90	85.6	14,226	280	30	57	7.2
21	176	Liberia	83.70	94.8	3,750	150	56	45	6.8
22	177	Congo (DR)	59.20	79.5	62,636	140	67	46	6.7
23	178	Central African Republic	62.40	81.9	4,343	380	49	44	4.6
24	179	Sierra Leone	53.40	76.1	5,866	260	38	42	6.5
		Average of zone	46	68	16,179	1,418	56	54	5
		Sum of zone			388,294				
		Sahel +	44.70	67.81	70,154	691	45.00	58	5.51
		West Coast	48.69	71.40	216,067	538	53.43	51	5.36
		Central Africa	45.87	66.07	102,073	3,006	69.75	52	4.85

Source: UNICEF, WHO, HDI reports from 2008 and 2009.

In four Sahel countries and one in Central Africa sub region, only 30 per cent of the adult population are literate, which constitutes a serious challenge for health and hygiene promotion and general development. More volunteers need to reach, teach and sensitise populations on health issues, particularly in the remote areas during rural vaccination campaigns for instance.

West & Central Africa National Societies uses four official languages as follows: 15 Francophone, five Anglophone, three Portuguese and one Spanish-speaking. Most of French speaking NSs were traditionally run and managed by volunteer's basis without employing full time professional staff. However there have been some changes towards professionalization after the Pan African Conference that took place in Kampala in 1996. The other important challenge has been the lack of separation between governance and management,

To this end several National Societies had to go through constitutional review processes with the support of the Federation secretariat staff. National Societies also continue to face funding challenges and the sustainability of their humanitarian activities coupled with the lack of qualify human resources mainly due to the fact that the level of funding does not allow for the recruitment and retention of professionals.. Only two National Societies in West and Central Africa, Cape Verde and Sao Tome & Principe, have sustainable income generating activities that enables them to cover their core cost. The ultimate aim of the support needed by the National Societies is for them to be able have sustainable funding to be able to attract well qualify and professionals to run sustainable programmes that will address the needs of the most vulnerable.

The total budget for 2010-2011 is CHF 11,040,629 (USD 10,700,577 or EUR 7,264,734).

[*Click here to go directly to the attached summary budget of the plan*](#)

National Societies priorities and current work with partners

As food security is considered a priority in the sub-zone, several National Societies have developed and are implementing food security projects some of which are funded through the DFID partnership with the International Federation. Another five National Societies have also developed food security projects as part of the Africa food security initiative. Three countries, including Burkina Faso, Niger and Senegal have been identified by the Sub-zone as part of the partnership on Disaster Risk Reduction (DRR) with the World Bank. Many National Societies have also expressed interest to be part of the Federation Global Alliance for Disaster Risk Reduction. National Societies in Sierra Leone, Nigeria and Liberia have started implementing a disaster management capacity building project aimed at building a cross – border DM skills and links between the three National Societies as part of the partnership between the Sub-zone, the Swedish Red Cross and the Swedish Rescue Service Agency. This is a multi-year pilot project that will be replicated in other countries in the sub-zone if found feasible. Collaboration and partnership with climate institutions like ACMAD and IRI from the Columbia University has enhanced the Sub-zone preparedness through the Early Warning – Early Action concept that has improved the sub-zone response surge capacity. Climate risks are becoming more and more manageable with more accurate climatic information and research being carried out in pilot countries for an effective and timely early warning system. Another initiative to reduce vulnerability and build community resilience for those living in earth built houses is being piloted in partnership with CRAterre from the Ecole Supérieure d'Architecture de Grenoble, who are experts on earth constructed houses. In terms of preparedness for H2P, Mali has been identified as one of the pilot countries being supported through the partnership between the Federation and USAID. A list of countries has already been provided for consideration in the second phase of the project.

Public Health in Emergency is addressed in 14 NS and at sub-zonal level by RDRT health and watsan trainings. Water and sanitation projects of the Federation focus on Côte d'Ivoire, Nigeria, Chad and the Democratic Republic of Congo (DRC) for the time being. These projects are financed by Nestle and some PNS. Bilateral projects of NS like Niger with Qatar Red Crescent are coordinated and supported by Federation Secretariat teams. A major extension of watsan projects is planned with funding possibilities through the Africa- Caribbean-Pacific (ACP) funding of the European Union.

During emergencies a strong collaboration is established with UNICEF for training, stock exchanges and coordination in the watsan sector.

In order to address the issues resulting from the organizational change needed within the National Societies to fulfill their mission, an OD Strategy was developed for West & Central Africa focusing on human resources development; restructuring processes; strategic planning with longer term programmes; volunteers' development and management; finance development including management and financial management systems and financial sustainability. This strategy has been and is still being supported by several bilateral partners with some working on a multilateral basis.

Several partner National Societies (PNS) are present in West or Central African countries, some with particular focus on OD, among those are: Belgian, Canadian, Danish, French, Irish, the Netherlands, Qatar, Spanish, Swedish and Swiss Red Cross/Red Crescent Societies. There is also the partnership initiative between the NS of Côte d'Ivoire, Liberia, Sierra Leone, British, Norwegian, and the Netherland Red Cross Societies, cooperating in the framework of the 8 NS Africa Initiative.

Capacity building initiatives and organizational support is provided through the Spanish Government/Spanish Red Cross and the IDWARC programme (an institutional development programme), and through longer term funding from DFID/British Government and the Swedish Civil Contingencies Agency/Swedish Red Cross and Swedish Government.

The ICRC through its offices in Dakar, Abidjan, Guinea and Mauritania is investing in human resources development for National Societies, volunteers' management processes and planning activities. In cooperation with the International Federation and other partner NS; ICRC is also supporting the strategic planning process of the National Societies.

Several NS have been supported in the last five years in their restructuring process. They have been provided guidance for staff recruitment procedures, for HR system improvement and for training on governance and management at country level. Fourteen NS were assisted in strategic planning (most of them for the first time) and seven NS were assisted in long term health project planning and long term disaster risk reduction. Partners have been guided in their support to NS programmes.

Data base on volunteers pilot projects were developed in Côte d'Ivoire, Togo, Mali, Niger, and Senegal and have to be improved and expanded. During the past three years, Sierra Leone, Liberia and Togo Red Cross Societies were supported in finance development. The support consisted in conducting financial audit and it has become a practice of Mali and Cape Verde NS to conduct annual financial audits. Six NS of the Sahel sub-region have had their finance system evaluated in 2008 and the recommendations are being implemented. The Red Cross of the Democratic Republic of the Congo plans to conduct a financial audit in 2009. Liberia and Sierra Leone Red Cross Societies were supported in business planning with an assessment and the plans to set the basis for a business plan development.

The West Africa region is both a producer and a transit point for illegal immigrants to Europe. National Societies such as the Mauritanian Red Crescent and the Senegalese Red Cross Society are implementing institutional development projects and activities to assist the migrants. This assistance is funded by the Spanish RC and the support consists in providing first-aid material and equipments to Red Cross branches to strengthen the response capacities of rescue services at the borders.

Disaster Management

a) The purpose and components of the programme

The 2010-2011 is a continuity of the 2009 plan as the objectives and priorities are multiyear based. The current plan will continue to focus on disaster risk reduction including adaptation to climate change; early warning system development; preparation for response to and reporting on emergencies in a timely and appropriate manner; the development of new food security intervention initiatives at community level; and the creation of networks and partnerships to support safety and resilient community programme development in a coordinated manner. The 2010-2011 plan will benefit from lessons learned and successes achieved particularly in the past two years.

The disaster management (DM) plan 2010-2011 for the Sub-zone is in line with the Hyogo Framework of Action, draft Strategy 2020, safer and more resilient communities' framework, the Algiers Plan of Action and the Johannesburg Commitment.

Disaster Management activities will concern the whole disaster risk management (DRM) cycle: prevention; early warning and early action systems; mitigation; community preparedness for recurrent disasters; National Societies capacity building; timely and qualitative emergency response and recovery, which will bridge humanitarian response to development activities. These steps will also apply to food security programmes with a focus on livelihood.

DM programme planning and development has taken place in consultation with the organisational development (OD) and health departments for a coordinated approach. These joint efforts will build organizational conditions to improve community service delivery. A close collaboration and consultation with the Resource Mobilization Coordinator to ensure funding together with the Communications Department who will ensure the visibility of programmes and donors in the media, on the Federation website and the FedNet, in various publications and in any other marketing materials.

DFID/British Red Cross is engaged in a four year strategic partnership for institutional support for DM, including health in emergencies. The Swedish Red Cross is also providing regular resources support to DM programmes in West and Central Africa in collaboration with the Swedish Civil Contingencies Agency (MSB) for capacity development in a programme called West Africa Disaster Management Capacity Building. This regular and longer term funding allows the Federation to embark in DM strategic and long term planning. The Irish Red Cross and Spanish Red Cross/AECID (Agencia Española de Cooperación Internacional para el Desarrollo) are also becoming regular partners of the Zonal DM programmes. These stable partnerships will allow DM to implement the Global Agenda Goal and respond to National Societies priority needs. These partnerships will also enable the West and Central Africa Volunteer network to make a difference at community level.

Programme purpose⁴
To reduce the number of deaths, injuries and impact from disasters

The disaster management programme budget is CHF 2,663,102 (USD 2,598,148 or EUR 1,754,927).

Programme component 1: Improved self-resilience of individuals and communities to reduce their vulnerability to public health emergencies and disasters including development of early warning systems (EWS) with climate institutions to support the food security programme and disaster risk contingency planning.
Component outcome 1: Identified risks are addressed through community based disaster risk reduction projects conducted with partners when appropriate in selected areas and are documented based on the conducted Vulnerability capacity assessment (VCA).
Component outcome 2: NS supported in reviewing and developing a Disaster Risk Reduction (DRR) Management Strategy integrated in country DM policy and Well Prepared NS (WPNS) used as a monitoring tool.
Component outcome 3: Capacity of NS for DRR is built – including climate adaption – to have a critical mass of NS staff capable to develop DRR programmes and improve their EWS network.

It is essential to build safer and more resilient communities through VCA processes to develop community based risk reduction projects addressing the identified community main risks. Regular assessment of the NS's capacity through the WPNS tool with baselines to measure progress made towards managing risks in the community. These activities should be integrated in a country DM policy

⁴ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

framework and National Societies will be supported to have a complementary DM strategy. These NS should promote risk reduction at community level to fight the dominant culture of disaster fatalism and encourage the younger generation to engage in disaster risk management so as to reduce the impact of potential disasters.

Since most of the natural hazards in the West and Central Africa are climate related, be it drought, flood, famine, locust invasion and epidemics; partnerships are being built with climate institutions to provide the Federation with climate information covering all time scales (from long to short term). This information is analysed by the DM managers, understood by Red Cross/Red Crescent volunteers and translated into messages for community action to support disaster risk reduction, contingency planning and food security programmes in the field. The DM Department will work in collaboration with the Communications Department and NS communications staff to promote Red Cross / Red NS Societies volunteers whenever possible based on community experience/assets and experience from other regions or zones.

With a critical gap in terms of National Societies' staff with adequate experience in disaster risk reduction both for project management and programme development, special attention will be given to create a critical mass of well trained staff in DRR to support CBDRRP at community level. Partnerships for joint efforts to achieve this objective (well trained DRR staff) will be explored including with Universities, regional and specialized institutions.

Programme component 2: Improved disaster response assistance to meet the needs of disaster affected people and to restore or improve pre-disaster living conditions to reduce the risk of future disasters.
Component outcome 1: National Societies have contingency plans for the most recurrent hazards which cover shelter, recovery issues and related capacity building at both NS and regional levels.
Component outcome 2: Non-food items are appropriately stored in a coherent sub-zone logistical plan to ensure rapid response to affected community.
Component outcome 3: Community centred Early Warning Systems (EWS) are in place to enable early information and early action for timely and appropriate measure to mitigate risks and increase resilience.
Component outcome 4: Recovery is integrated in disaster response in its early stage

The Federation will support NS to improve their DM service delivery in terms of timely response, qualitative interventions, effective beneficiary targeting and timely and accurate reporting. Capacity of the Sub-zone RDRT and National Societies will be strengthened to conduct response operations in an appropriate and coordinated manner. National Societies will be supported to have an operational contingency plan and related Standard Operating Procedures (SOPs), taking into account cross border activities. Non-food items (NFI) will be positioned close to the areas at risk in collaboration with RLU-Dubai, ECHO, United Nations partners, PNSs and RCRC Movement partners.

NS will be supported to provide early recovery assistance to people affected by disasters and climate shocks to allow them to restart a new life. The Response Team should take on responsibility for recovery right at the start of an emergency operation. The needs of affected communities, after "life saving activities", will be assessed to support affected individuals to recover from the impact of the disaster and take action to improve resiliency for similar future disasters. Capacities of the RDRT of West and Central Africa as well as National Societies staff will be built in these important areas.

EWS based on partnership with both climate and hydrology regional organizations will be put in place to prepare communities for an anticipated response for climate extremes and rivers over flow.

Programme component 3: Reduce the risk of food insecurity and improve the living conditions of vulnerable populations.
Component outcome 1: Food security community-based projects are developed in targeted countries including EWS and climate adaptation.
Component outcome 2: Strengthened NSs' organizational capacity and community resilience through networks of prevention, knowledge and education in food security.

Component outcome 3: Country based movement partnership is in place to implement West & Central Africa food security strategy through technical support to NSs. This will include all other organizations involved in FS (WFP, FAO...).

Food insecurity is a major threat in West and Central African countries, particularly the Sahel countries. The sub-zone will support NSs targeted by the Africa Initiative which was endorsed by African NS in 2007. The initiative will allow developing innovative approaches with small community level food security projects to help vulnerable groups increase their resilience and/or income. The range includes the distribution of early growing seeds, establishment of irrigation systems, local cereal transformation, and other projects based on community livelihood experience and new technologies. The West & Central Africa team will focus on NS volunteer and community communication networks to disseminate useful climate information to vulnerable farmers to help them adapt to climate variability. Volunteers will be trained to identify malnourished children and refer them to the closest health centre.

WCAZ will create coordination mechanisms to organize country based RC/RC Movement partnership approach, better coordination of calls for proposals and access to various Grants, and encourage partners RC NS (PNS) to support food security intervention and encourage and develop more partnerships with WFP and FAO. NS will be supported for food security risk mapping and plan of action in collaboration with UN agencies and NGOs to avoid duplication and create synergy and increase the FS support impact at country level.

Programme component 4: To build partnerships and enhance coordination to support our work and translate global level Federation engagement at sub-zone level.

Component outcome 1: Strengthen the existing partnership with meteorological organizations, the African Centre for Meteorological Applications and Development (ACMAD) and CILSS to support quality programme for food security, EWS and DM community service delivery. Partnership with universities will be strengthened to bridge university studies with DM needs.

Component outcome 2: The DM unit will continue to lead the agenda of climate change adaptation within the regional IASC. The sub-zone is a credible actor of the ISDR system to implement the Hyogo framework for action and builds strong relation with regional organizations like ECOWAS, CEMAC and relevant institutions in the African Union to support IFRC disaster response management agenda including IDRL and RC&RC Principle and Values.

Component outcome 3: The DM coordinator will coordinate DRR and response programme within the RC&RC Movement, create synergy with health, OD and P&V programme and reinforce joint planning activities and emergency preparedness including with ICRC.

Disaster management is a multisectoral field in need of proper and respected coordination and partnership to ensure successful programme implementation. Risk reduction and disaster response require the involvement of various departments within the Federation and close contact with PNS and donors to ensure transparency, accountability, avoid duplication and competition and assure the adequate resource mobilization.

The involvement of academic institutions with the West and Central DM work and training will ensure durability and sustainability, as is the case in Asia with ADPC. The Federation in West & Central Africa will also encourage partnerships like DFID IS III that support the existing DM plan. The DM Team will lead IFRC global engagement at regional level within the International Strategy for Disaster Reduction ISDR system and other appropriate fora.

Partnership with meteorological institutions involved in prediction will help the IFRC improve the quality and focus of related DM programmes. Early warning information will be gleaned from the climate information and forecasts of ACMAD, the International Research Institute for Climate and Society, Columbia University (IRI), and other meteorological organizations. The DM unit has developed a pilot project with ACMAD (IFRC-Desk) to produce information that is tailored and accessible to IFRC needs with more immediate forecasts. The river over flow seven day forecast is being tested in collaboration with AGRHYMET.

Through coordination and partnerships, DM will advocate for the understanding and promotion of IDRL to ensure that it is recognized and included in contingency plans. Promotion of Principles and Values will reinforce the specificity of our organization and a better understanding of our “added value” by external partners.

b) Profile of target beneficiaries

DM programme will support National Societies in the sub-zone in risk reduction programme development, contingency plan development for appropriate response and community based food security programmes. Dissemination of accurate information to increase knowledge and community resilience through the media will significantly increase the audience and the DM programme would reach 1,000,000 target beneficiaries.

c) Potential risks and challenges

Most National Societies in West and Central Africa require both capacity building and coaching to implement quality activities, particularly at branch level, and produce accurate and timely reports on their activities. A minimum input from organizational development (OD) is needed as a basis for projects implementation; organized volunteers in well structured branches with transparent financial system will be determinant for the success of DM programme and resource mobilization. Programmes will identify risks and assumptions in all planning exercises, using logical frameworks to ensure that appropriate steps are taken to address issues as they arise. Another challenge is to see that funds are available for risk reduction activities and for interventions to mitigate impact before disasters. This is a radical change for the International Federation, perceived as a relief organization mostly rather than preparedness, development and risk reduction focused one, with the Early Warning Early Action (EWEA) process taking the lead.

Urban disaster is a new disaster pattern for which the Federation is getting prepared. The main challenge is beneficiaries' identification and security related to food and non-food items distribution. An experience is being studied and developed in collaboration with WFP in Ouagadougou based on voucher distribution so as to better master this issue in the future.

Health and care

The average under-five mortality rate was 148 in 2007; seven of the ten countries with the highest under-five mortality rates in the world are located in the West and Central African countries. It varies from 32 in Cap Verde up to 262 in Sierra Leone of 1,000 births. Less than 50 % have access to improved water sources in six countries, whereas this rate is doubled in five countries (more than 80 %). In average, 62 per cent have access to improved water sources. The rates for basic sanitation are far behind the development in the water sector, with a variation of 7 to 52 % of the population having access to basic sanitation. Only three countries show rates higher than 50 %.

Malaria remains the first cause of mortality in Africa with only a few countries reporting the number of cases. The use of bed nets for children under five is statistically reported however with only four countries show bed net use of more than 50 % for children under five. Cholera now occurs in all countries. In some countries there is yearly cholera outbreak. In Congo for instance the epidemic occurs in the same area, whereas in other countries efforts have been made to address the issue of poor infrastructure and behaviour. This has contributed to reducing or eliminating the disease (Guinea). Prevalence rates of HIV are still very high in the Central Africa sub region countries (6.3 to 3.5); whereas the Sahel+ sub region has in average a prevalence rate of only 1.25 for adults between 14 and 49 years. Yellow fever is being eradicated except for the Democratic Republic of Congo and Central African Republic where UNICEF is working towards its eradication and Red Cross volunteers will assist UNICEF in this. Meningitis affects mostly the Sahelian countries and the Savannah part of the West Coast countries, but it is becoming a concern Central Africa. Every year Red Cross volunteers assist the health services of their respective countries to conduct vaccination campaigns. Polio has not disappeared and in 2009, large synchronized vaccination campaigns focused on remote and conflict areas. Nigeria remains one of the main countries with regular recording of cases of polio. DR Congo is the only non-Nigeria neighbour that has polio cases. Tuberculosis programmes are integrated in the holistic approaches of community based health and first aid. No special programmes against Tuberculosis are rolled out.

The RC malaria programmes are a successful way to strengthen both programme and volunteer management. They focus on reducing malaria burden in supporting Ministry of Health led Long Lasting Insecticide Treated Net (LLIN) distributions through pre campaign sensitization, during campaign distribution and post campaign “Hang Up” and “Keep Up” activities. These activities increase awareness of malaria, its prevention and treatment, encourage correct and nightly net use and their maintenance and support ministries of health to attain their WHO Roll Back Malaria targets to achieve 80% LLIN coverage by the end of 2010. Many countries in West and Central Africa Sub-zone are now engaging in national or sub-national mass LLIN distribution campaigns and Red Cross National Societies are responding to requests to support these, leading to a necessity for increased technical support from the zone.

Cameroon Red Cross is currently engaged in a small scale Community Based Diagnosis and Treatment for malaria, this is an area of potential growth for this programme as ACTs become increasingly available and net ownership universal.

The table below shows the health indicators for the 24 countries of the West and Central Africa:

HDI rank	Country	<5 mortality rate	Improved		m & s	severe	HIV prevalence rate (15-49),	Malaria		Cases in 2007						TB	Polio	Mea
			water	sanitation	< 5 underweight	%		< 5 sleep. < a bed net	Cases	Cholera	Yellow fever	Meningitis	TB	Polio	Measles	(1-year-old) Vaccination:		
			%	%				%	%	%	%	%	%	%	%	%	%	%
			2007	2006				2000-2007*	2007	2003-07	2007	2007	2007	2007	2007	2007	2007	2007
Medium Human Development																		
107	Gabon	91	87	36	8	2	5.9	-	-	-	0	-	1462	0	-	89	31	55
115	Equ. Guinea	206	43	51	-	4	3.4	15	-	-	-	-	-	0	5	73	39	51
118	Cape Verde	32	-	-	-	-	-	-	-	-	0	-	158	0	-	86	81	74
128	Sao Tome & P	99	86	24	7	1	-	53	-	90	0	-	58	0	-	98	98	86
130	Congo	125	71	20	11	3	3.5	68	-	7,785	0	-	3,552	0	84	86	80	67
140	Mauritania	119	60	24	-	10	0.8	43	-	3	0	-	1,714	0	11	92	75	67
142	Ghana	115	80	10	13	3	1.9	33	3,123,147	179	0	403	7,429	0	6	99	94	95
150	Cameroon	148	70	51	16	5	5.1	27	-	10	2	-	13,220	0	100	81	81	74
153	Senegal	114	77	28	14	3	1	28	1,170,234	3,984	0	-	7,108	0	9	99	93	84
Low Human Development																		
154	Nigeria	189	47	30	24	9	3.1	6	2,969,950	1,661	0	6,704	44,016	353	2,613	69	61	62
159	Togo	100	41	12	22	7	3.3	41	285,439	65	3	377	1,796	0	8	91	78	80
160	Gambia	109	86	52	16	4	0.9	63	-	12	0	-	1,238	0	-	95	85	85
161	Benin	123	65	30	18	5	1.2	47	-	-	0	346	-	0	341	88	64	61
166	Côte d'Ivoire	127	81	24	16	4	3.9	17	-	8	0	1,043	14,071	0	5	94	75	67
167	Guinea	150	70	19	22	7	1.6	12	-	8,546	0	263	6,199	0	3	91	62	71
168	Mali	196	60	45	27	10	1.5	41	-	-	1	1,453	3,894	0	2	77	62	68
170	Chad	209	48	9	-	14	3.5	27	-	-	-	908	2,513	21	441	40	36	23
171	Guinea-Bissau	198	57	33	15	4	1.8	73	-	153	0	-	-	0	1	89	64	76
173	Burkina Faso	191	72	13	32	14	1.6	18	2,487,633	-	2	9,831	2,614	0	12	99	99	94
174	Niger	176	42	7	39	15	0.8	15	1,308,234	24	-	3,480	5,773	11	282	64	55	47
176	Liberia	133	64	32	23	8	1.7	-	-	3,063	0	-	-	0	1	86	84	95
177	Congo (DR)	161	46	31	28	9	-	19	-	28,269	204	5,579	66,099	41	55,577	94	87	79
178	Central Africa Rep	172	66	31	24	8	6.3	33	-	-	0	345	-	0	49	74	47	62
179	Sierra Leone	262	53	11	25	8	1.7	20	-	2,219	0	-	5347	0	-	82	64	67
	Average	148	64	27	20	7	3	33	1,890,773	3,504	10	2,561	9,908	18	2,481	85	71	70
	Sahel +	142	65	28	24	8.38	1.25	37	1,655,367	2,120	0.38	3,757	3,587	1	36	88	75	74
	West Coast	149	61	21	20	6.29	2.40	27	2,126,179	1,199	0.43	1,775	14,532	50	425	87	74	75
	Centre Afrique	151	65	32	16	5.75	4.62	35	-	9,039	34	2,277	14,484	8	7,032	79	62	62

Source: UNICEF, WHO, HDI reports, 2008 and 2009.

a) The purpose and components of the programme

Programme purpose

To establish appropriate mechanisms in the sub-zone for effective technical coordination, planning, performance monitoring and evaluation as to assist NS in developing and establishing sustainable community based health programmes and develop improved preparedness and response in the health sector in line with the Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The total health and care programme budget is CHF 4,632,154 (USD 4,519,174 or EUR 3,052,490).

Programme component 1: HIV and AIDS

Component outcome: Vulnerability to HIV and its impact have reduced through preventing further infection, expanding care, treatment, and support, and reducing stigma and discrimination.

The zonal and national HIV programming took a huge step forwards since the launch of the HIV Global Alliance in nine countries. The Global Alliance for HIV aims to scale up activities in the sector and double or reach 10% of national programme needs by 2010. This support will continue throughout 2010/2011 and will be extended to other National Societies in the Sub-zone.

Programme component 2: Community based health and first aid

Component outcome 1: Increased “healthy communities” capable to cope with health and disaster challenges through community based integrated health and first-aid activities

Component outcome 2: Improved MNCH is achieved through NS community based activities, including safe motherhood and child health initiatives, vaccination and nutrition activities.

Component outcome 3: Increased uptake of immunization services during both mass vaccination campaigns and routine immunization services for measles and polio.

Component outcome 4: Vulnerable populations, children under five years, pregnant women, People Living with HIV and AIDs (PLWHA) are protected from malaria.

The continued reinforcement of community based programmes and the volunteer basis of the NS have to go hand in hand with any project implementation. The zonal health and care team will support the National Societies to ensure ongoing capacity building down to community level volunteers in line with ARCHI 2010. The new CBHFA training manual provides the basis for volunteer trainings at National Society level. Activities here should be closely linked to the emerging public health problem of Road Safety. This will be addressed through the combination of different activities and programmes under the other programme components, mainly community based health, measles and polio, malaria, water and sanitation and Voluntary non remunerated blood donation (VNRBD). Campaigns will be conducted to contribute to eradicate polio and reduce the burden and the mortality of measles. National Societies are encouraged to participate in those campaigns and the Health and Care unit will support NS in planning and implementation. The Red Cross malaria programmes are successful to strengthen both programme and volunteer management. The programmes have a positive impact on health by reducing the malaria burden through increased net availability and net use and will therefore be reinforced in 2010/2011. Participation in large scale malaria net distribution is becoming a request towards NS in nearly all countries engaging in this exercise. Technical support for this is more and more required from the Health and Care team. Volunteer visits to ensure net use following the distribution has been shown to be highly effective and this longer-term Keep-Up approach, already functioning and supported in a number of countries, will be further promoted.

Programme component 3: Emergency health

Component outcome: Access to curative and preventive health services improved in the target area.

A plan to further increasing the capacity in disaster preparedness and response in particular to health in emergencies and epidemics within the National Societies will be developed in 2010/2011. The focus will be on the combination of National Society preparedness for a large number of target countries and

disaster response team trainings, both funded through specific projects and linking public health emergency (PHE) and Disaster Management (DM). Intense follow-up from the WCAZ and at the regional level of these programmes will be needed to help them succeed and increase the level of preparedness and response capacity to crisis in the sub-zone through improved human resources and available equipment.

Programme component 4: Water and sanitation Epidemic Disease Unit (EDU)

Component outcome: Sustainable access to safe water and sanitation (watsan) services is improved in the target area and epidemic disease preparedness and response have increased in Sub-Saharan Africa.

Water and sanitation programming needs to be further increased throughout West and Central Africa with projects aligned with the Global Water and Sanitation Initiative (GWSI). These projects are located in NS and therefore build the capacities of volunteers, administration, finance and project coordination. Watsan activities will aim at the prevention of epidemics of water related diseases, increasing food security and sustainable access to safe water and basic sanitation by beneficiaries' management of hygiene, water and sanitation. The epidemics prevention especially for diarrhoeal diseases will be reinforced by the probable creation of the Epidemic Disease Unit (EDU) for Sub-Saharan Africa hosted in the WCAZ that will closely collaborate with the East and Southern Africa Zones. Technical advice is focused on watsan programme planning, implementation, evaluation and coordination. For emergencies, watsan capacity building for NS will be emphasized by training of RDRT members on hygiene promotion in emergency context, water treatment and distribution, and sanitation. Trainings and deployments ensure a stable roster of qualified RDRT watsan members and trainers. The RDRT also support ERU and FACT teams.

Programme component 5: Avian and Human Influenza pandemic (AHI)

Component outcome: AHI preparedness is achieved (H2P&AN1H1)

Since 2008, NS are working in the Global Programme to participate in the preparation of the National Contingency plans of their respective government, preparing their own business continuity plan, the RC contingency plan and working for preparedness and response to human pandemics due to influenza. The programme component is enrolled in strong collaboration with the DM department.

b) Profile of target beneficiaries

The beneficiaries of the West and Central Africa Health Coordination programme are the Federation's sub regional and country representations and the 24 National Societies. Coordination and outside representation will enable the various health programmes carried out to further develop and therefore ultimately achieve the Global Agenda Goal 2. Most activities of the health coordination programme will be implemented through the sub regional representations (Abuja, Dakar and Yaoundé). This is the reason why strengthening the human resources basis at that level (sub regional officers) is important and the increase in the 2010-2011 funding depends on that. Whereas the programme component: water and sanitation is coordinated down to country level. The watsan team will be increased if the USAID and ACP water facility or EDU funds are acquired. Depending on the target group and the programme, projects like Mother clubs, "filles libres" and community participatory methods are applied to reach either special social groups, like mothers with children under five, sex workers or for example the water user community.

c) Potential risks and challenges

Risks and challenges are mainly centred on funding. The availability and sustainability of funding are continuous challenges to programme implementation. The absorption capacity of NS for increased funding is certainly another challenge. Though sometimes substantial funding might be available, the technical support to the NS, including OD support, can only be provided through international staff embedded in the NS or through a country representation in charge of the project implementation.

A longer term 3 to 5-years programme oriented funding can stabilize the human resources and allow sustainable capacity building in the NS, the community and the civil society. Short term planning, fund raising and actions promote "surfing" on opportunities, but are not sustainable strategies.

Organisational Development/Capacity building

The Secretariat organisational development support plan in West and Central Africa for 2010-2011 aims to help build stronger National Societies in the region. This will be achieved through assistance to: improve the National Societies' Human Resources base for both their full time professional staff and for their volunteers; help them improve their capacities in programming and planning on longer term basis; work with other technical departments and stakeholders at country level; help them set-up adequate finance management systems and guide them in financial sustainability.

The organisational development coordination from the Dakar office aims to provide technical support to the organisational development focal persons located in the three sub-regions: Central Africa, Sahel and West Coast, and to the two country representations of Kinshasa for DRC and N'djamena for Chad.

a) The purpose and components of the programme

Programme purpose:
The organisational development purpose is to build stronger National Societies through trusted and sustainable national and local Red Cross capacities, a stronger culture of voluntary service with specific attention on youth and through scaled-up and sustained Red Cross services for vulnerable people (Strategy 2020).

The organisational development programme budget for 2010-2011 is CHF 1,578,614 (USD 1,540,111 or EUR 1,040,272).

Programme component 1: Improving National Societies' legal base
Component outcome 1: Five National Societies have their statutes revised. The targeted NS are those of Senegal and Mali in the Sahel sub region, Ghana and Nigeria for West Coast, Cameroun, Gabon and Democratic Republic of Congo in Central Africa.
Programme component 2: Improving National Societies leadership and capacities in human resources.
Component outcome 1: Revised organizational chart and adequate staff are available for National Societies. The National Societies of Côte d'Ivoire, Chad, Senegal, Nigeria, and Benin will receive technical support from the Sub-zone OD unit to undertake a restructuring process and come out with an adequate and relevant staffing plan.
Component outcome 2: National Societies Human Resources management practices are improved. NS of Senegal and Côte d'Ivoire are supported in order to undertake a human resources audit and come out with recommendations and actions to be taken to ensure compliance with HR best practices and regulations.
Component outcome 3: Improved collaboration between Governance and Management. Practical trainings on good governance and Management are organized in Benin, Nigeria, and Mauritania NS.
Programme component 3: Branch development
Component outcome 1: Decentralization strategies are developed and are being implemented in Côte d'Ivoire, Sierra Leone, Nigeria and Liberia National Societies. Exchange visits between these National Societies involved in decentralization process and Togolese Red Cross and workshops at country level will be organized to design decentralization strategy for each NS.
Programme component 4: Improving National Societies capacities in programming and planning.
Component outcome 1: Updated strategic plans and long term project proposals are available and are being implemented in NS.
Programme component 5: Improving National Societies capacities in volunteers management
Component outcome 1: Increased number of National Societies with volunteering policy in line with the framework provided by the Sub-zone office.

Component outcome 2: Increased number of National Societies with functional data base.
Component outcome 3: Increased number of National Societies with regular report on volunteers activities
Programme component 6: Improving National Societies financial sustainability and management system
Component outcome 1: Increased number of National Societies with acceptable finance management system.
Component outcome 2: Increased number of National Societies with clear business plan implemented, monitored and assessed on regular basis with clear performance indicators.

The OD Unit will support strategic plan review processes in Guinea-Bissau, Mali, Burkina-Faso, Niger, Benin, and Nigeria NS. To face the increasing demand for Federation technical support and guidance regarding strategic planning in NS and considering the limited capacity in the Federation Secretariat system regarding this process, a pool of resource persons including the Secretariat staff with a field experience will be trained on strategic planning. The training will be based on experience sharing in order to identify best practices. PNS interested in this topic and ICRC will be involved.

Through regional experience sharing fora on best practices in volunteers' management National Societies of Burkina Faso, Mali, Guinea-Conakry, Guinea-Bissau, Niger, Mauritania, Senegal, Liberia, Chad, Sierra Leone, DRC, Gambia, Cape Verde, Togo, Côte d'Ivoire will improve their volunteers' policy and implementation. An assessment mission with Federation IT team on data base on volunteers in Côte d'Ivoire, Togo, Mali, Niger, Liberia, DRC, and Burkina Faso is planned for 2009-2010. Based on the finding of this mission the information system will be designed and implemented. The experience will be extended later on to Senegalese Red Cross and Mauritanian Red Crescent.

One of the innovations regarding the volunteers' management is the annual report expected from National Societies. This report will include figures provided by the database established and trends analysis on human resources including volunteers in NS. This will be the beginning of a process which will lead to social audit practices in NS. This will improve human resources management in NS that have been so far neglected. A follow up of finance development activities undertaken in the Sahel and West Coast sub regions will be done as planned in their respective plans at sub regional and country level provided the position of finance development is filled at Sub-zone level. National Societies that will benefit from this support are Burkina Faso, Mali, Gambia, Niger, Guinea-Conakry, Guinea-Bissau, Mauritania, Senegal, Cape Verde, Liberia, Sierra Leone and Côte d'Ivoire. National Societies that will meet the minimum requirements regarding finance management will be supported in the development of business plan to address financial sustainability issues.

b) Potential risks and challenges

The biggest challenge that faces organisational development is adequate human resources for the various components that are included in OD. Although there is a plan to prioritize on some NS and to develop a regional pool of OD practitioners. Peer support will be promoted and developed to cover the OD needs within the region.

Principles and Values

Main concerns related to principles and values are generally common issues for all Red Cross Red Crescent programmes. Issues like discrimination and stigmatisation, degrading practices and exclusion are integral part of health, DM and OD programmes. For example HIV related stigma is an important component in HIV health programmes and constitutes the main focus for Red Cross Red Crescent programmes. This is similar in food security programmes which both aim at reducing the vulnerability of farming families and enable to raise families' incomes which are directed towards the schooling of underprivileged young girls.

For 2010-2011 plan, migration will remain an important area of focus for the Sub-zone and is the main area of the Principles and Values programme.

a) The purpose and components of the programme

The humanitarian consequences of migration in the region are multiple and the situation varies from one context to the other, depending on the phase where migrants find themselves: leaving their country of origin, transiting or stranded in a neighbouring country, arriving in the country of destination or upon return in their own country.

The humanitarian needs and vulnerabilities of migrants, regardless of their legal status are to be mapped first in order to be addressed properly and in a coherent way. The Sub-zone has started assessing current activities and plans of the region's National Societies as well as their capacities, while taking the necessary steps to identify the migrants' main vulnerabilities and needs still to be answered. This will help bring to light common issues shared by a number of National Societies and hopefully lead to the development of joint strategies for their work along the migratory trails with the Sub-zone's support and coordination.

Areas of cooperation between the region's National Societies and from other regions as well as cross-regional issues will also be identified with the assistance of the Sub-zone. Collaboration between the Sub-zone, the Global Migration team in Geneva and other Sub-zones will be paramount in identifying and developing cross-regional initiatives. The West and Central Africa Sub-zone also intends to strongly encourage peer-to-peer capacity building between National Societies within the region and with National Societies from other Sub-zones. The transfer of expertise will be taking into account needs and issues at the regional level as well as the overall requirements for migration programming as indicated in the Federation's Policy on Migration.

The dissemination and reinforcement of the Policy among the Sub-zone's National Societies will continue in order to guide them during the planning and implementation of activities in favour of migrants. Also, the Sub-zone plans to map potential sources of funding for the National Societies' wanting to develop projects in favour of migrants.

The Sub-zone intends to work with all 24 National Societies during the activity mapping and dissemination of the Policy, as well as on an ad-hoc basis as needed. To have an impact and better serve its members, the Sub-zone plans to focus its support on National Societies with current migration related activities such as the Mauritanian Red Crescent, and the Red Cross Societies of Senegal, Mali and Gambia. These National Societies share common borders and issues related to migration and could benefit from working together in a coordinated manner.

The Principles and Values programme budget for 2010-2011 is CHF 459,893 (USD 448,676 or EUR 303,059).

Programme component 1. Understand the vulnerabilities and needs of the region's migrants, and map the activities and capacities of the National Societies.

Component outcome 1: The main vulnerabilities resulting from migration in the region are identified and analyzed.
--

Component outcome 2: The National Societies' current activities to assist migrants have been mapped.

Component outcome 3: Gaps in assisting vulnerable migrants that can be covered by National Societies are identified.

Component outcome 4: Common issues among National Societies are identified.
--

Programme component 2. Strengthen the commitment of the National Societies to address migrants' needs.

Component outcome 1: The Policy has been disseminated, explained and reinforced among the NS.
--

Component outcome 2: The National Societies have integrated migration related activities in their plans.

Component outcome 3: National Societies sharing the same issues are encouraged and coordinated to help them design joint strategies for their work along the migratory trails.

Programme component 3: Facilitate cooperation and coordination between National Societies within and outside the Sub-zone.

Component outcome 1: Cross-regional issues are identified and collaboration established with the Global Migration team and other Sub-zone offices to develop cross-regional initiatives.

Component outcome 2: Peer-to-peer capacity building between National Societies is facilitated and coordinated.

Component outcome 3: Projects of cooperation between National Societies are identified and proposed in collaboration with other Sub-zone offices.
--

Component outcome 4: Potential sources of funding are mapped and made available to the National Societies.

b) Potential risks and challenges

The commitment of the region's NS to play their part on the migration humanitarian challenges is crucial to enable the Migration Unit to gather the necessary elements for the understanding of migration related issues in the region and develop a regional strategy common to all NS. A broad dissemination of the Federation's Policy on Migration and its purpose should help in building that commitment. Working closely with governments on migration issues will also be of essence as the auxiliary role of the Red Cross is often not well understood. To ensure a better knowledge and acceptance of the authorities at all levels, advocacy on how the Movement's Fundamental Principles translates in our work with vulnerable migrants and their right to assistance should be continuous. It is essential that this advocacy activity be carried out in cooperation with all programmes as it would benefit all of them.

Role of the secretariat

The Secretariat budget for its support role is CHF 1,706,868 (USD 1,665,237 or EUR 1,124,789).

a) Technical programme support

Water and sanitation projects due to the volume of funding are implemented by international staffs that are either in country representations or within the NS. This close collaboration with the NS staff on a daily basis leads to capacity building in finance management, logistics, volunteer management and watsan management.

In terms of Disaster Management, the sub-zone will support the NS in the implementation where required and monitoring of Disaster management programmes in line with the global agenda while providing appropriate technical support in streamlining and training in disaster risk management. This will ensure transfer of competences and increase accountability to donors. Identified priorities of NS will be addressed with frequent field visits of sub-zone staff and facilitate regional exchanges between NS of the sub-zone for learning by doing in scaling up and or extending successful experiences in risk reduction, food security, disaster response and recovery. NS will be guided in their contingency planning, early warning system and pilot projects in regards to DRR or food security while the sub-zone will work hand in hand with Geneva for designing appropriate partnership framework with academic and specialized institutions.

The sub-zone will continue to ensure programme review and harmonized DM objectives and priorities of NS in organizing technical meetings DM focal points and DM zonal reference group. Based on the need to reach the most vulnerable communities at risk, continuous promotion and implementation of climate information use to improve DM programme delivery in the sub-zone and share the experience with other sub-zones.

The first hands-on support is to be provided through organizational development staff and Federation OD delegates at sub regional level and occasionally at country level. To better address the OD needs of Sahel and the West Coast sub regions, the small OD Coordination Unit and the relevant technical departments will provide hands-on support to National Societies at country level upon request from the sub regional offices or from the bilateral partners. In this case they will commit to cover the cost relating to the OD support. To meet certain specific expertise needs, external consultants may be hired for

specific human resources issues such as best practices and to guide in compliance with labour laws, etc. The position of finance development needs to be recruited to provide this important technical support to the sub regions and country offices in the implementation of the finance development agenda. Peer support through resource persons having served successfully in their National Society at senior management positions will be organised for specific cases.

b) Partnership development and coordination

Red Cross volunteers collaborate with structures of the Ministers of Health in vaccination campaigns, for outreach and other assistance activities. The collaboration with UNICEF concerns activities of the WASH cluster, cholera projects and vaccination campaigns. The PNSs also support all NS in bilateral projects. The role of coordination of the Federation is taken at zonal and sub regional levels. The country coordination is limited to countries with country representation. The coordination with European Union and USAID is done at zonal and Geneva level. Water and sanitation projects coordinate their activities with the water services and the governmental structures of the target area.

The OD Coordination Unit in Dakar will insure the coordination and experience sharing role within the Secretariat, also with ICRC and other bilateral partners involved in the organisational development and capacity building efforts under the leadership of the International Federation. This coordination role is extended to coordination meetings with all stakeholders and participants in meetings organized by the OD networks. The coordination is also insured through joint financing of regional workshops and other OD activities at country level.

With regards to partnerships, the ongoing work with governments and inter-governmental bodies such as the Economic Community of West African States (ECOWAS), Comité Inter-Etats pour la lutte contre la Sécheresse au Sahel (CILSS) and the African Centre for Meteorological Applications and Development (ACMAD) these will be pursued and consolidated particularly as they relate to disaster management and International Disaster Response Law (IDRL). It is planned to improve communications strategies and advocacy to influence decision makers and stress the importance of volunteers in Red Cross National Societies.

c) Representation and advocacy

One of the key responsibilities of the sub-zone management will be to represent the International Federation at all regional and international fora. The Sub-zone team will continue to represent the Federation in all events which are aligned with its principles and values particularly those which match both global agenda and country priorities. The team will undertake appropriate advocacy work to ensure involvement of government/local authorities, PNSs, credible partners to complement National Society field projects and guarantee appropriate resources and sustainability.

The Sub-zone will support the NSs to better understand and perform their auxiliary role and to influence the humanitarian agendas in their respective countries

The technical teams will represent the Federation at local, regional and global technical meetings, workshops and events. This will be done in conjunction with the National Society of the country hosting the respective event when possible. The technical events will also be used to advocate on behalf of the vulnerable communities

d) Communication

The Communications Unit promotes the programmes and the image of the International Federation and its member National Societies. A quarterly bilingual West and Central Information Magazine is produced to highlight National Societies' programmes and activities in disasters, health emergencies and in organizational development promoting the Fundamental Principles. The magazine not only improves the internal communication in the Sub-zone but also ensures the visibility of donors and PNS.

A special emphasis will be given to strengthen communications capacities in selected National Societies. During the next two years, the Communications Unit will select six National Societies, two National Societies from each sub region (Sahel, West Coast and Central Africa) to organize tailor made capacity building for communicators in the respective NS. A detailed capacity building plan will be made for three National Societies in 2010 and for another three in 2011 according to the needs of the NS. Given the volatility of the communicators' posts in National Societies, the six NS will be selected with criteria defined jointly with regional/country offices to ensure the pertinence of the capacity building.

The capacity building activities can include drafting a communications plan for the NS, preparing for effective communication in emergencies, training on taking photos and writing articles, building media relations, setting up a web site or facilitating an event that needs visibility. The capacity building will strengthen the National Societies to better profile themselves in the humanitarian field with communicators who have the capacity to increase the visibility of NS actions in disasters and public health emergencies and to advocate for the core NS programmes.

The International Federation supports National Societies in highlighting the Global campaign and the culture of prevention by organizing media tours in selected countries. The media tours will be jointly done with the National Society communicators and Sub-zone communications department. Countries involved in media tours will be selected on the basis of their results in risk reduction and mitigating the impact of disasters or health emergencies.

Programme component 1. Programme component 1: Production of West and Central Africa Sub-zone Information magazine.

Component outcome 1: Regular, trustworthy and quality information on emergencies, key programmes and volunteer action is shared throughout the sub-regions.
--

Component outcome 2: The skills of National Society and IFRC communicators in producing articles to support National Society programmes, Sub-zone strategy and the International Federation's Global Agenda are improved.
--

Component outcome 3: Visibility of donors and PNS is ensured

Programme component 2. Tailor made capacity building of selected National Societies' communicators

Component outcome 1: Selected National Societies have skilled and proactive communicators working closely with the Communications Unit in Dakar in accordance with the Federation's communication and advocacy strategy and the Red Cross/Red Crescent Fundamental Principles.

Component outcome 2: Selected National Societies have a communication department with a capacity to highlight the work of the NS and the Federation during disasters and public health emergencies.
--

Component outcome 3: Selected National Societies have a communication department with a capacity to increase the visibility of NS core programmes and major donors supporting the NS

Programme component 3. Organization of media tours in selected National Societies highlighting the culture of prevention

Component outcome 1: Selected National Societies have skilled and proactive communicators working closely with the Communications Unit in accordance with the Federation's communication and advocacy strategy and the Red Cross/Red Crescent Fundamental Principles.
--

Component outcome 2: The visibility of National Society activities in mitigating the effects of disasters and health emergencies is increased in the international media.
--

Promoting gender equity and diversity

Gender equity and diversity will be promoted and "implemented" as women, particularly women leading households, constitute an appropriate targeted group for vulnerability reduction and recovery interventions.

Staff (both at Sub-zone and National Society levels) will use all direct contact opportunities with communities to promote the Movement's principles and values and gender equity and diversity. Gender equity and diversity will be promoted both within the zonal team and towards the National Societies' health programmes and staff. In a number of health programmes, the inclusion of men into the traditional female oriented approach to health and care is important to achieve sustainable change of behaviour and long-term results.

The sub-zone departments will be encouraging National Society to promote gender equity and diversity in staff recruitment and governance board composition. This approach will be applied in the recruitment of volunteers. Gender, equity and diversity are promoted in the framework of human resources and volunteers policies.

Quality, accountability and learning

The main objective of the DM department at global level and Sub-zone reference group at regional level is to improve quality of DM service delivery. Main directions to reach this objective in the WCAZ are to focus on pre-disaster activities, EWS, timely and qualitative response and appropriate beneficiaries targeting.

Monitoring the quality, ensuring accountability and continuous learning from programmes are aspects vital to the zonal coordination programme and overall programme implementation, especially in times where scaling-up of programmes to reach more vulnerable people is the overall goal.

Therefore the zonal Health and Care team will focus on these elements and ensure regular information sharing on these points between sub-zone office, regional and country representations and the implementing National Societies. Best practices in all OD components will be documented and shared with the National Societies. Organisational development coordination meetings with all stakeholders and networks on capacity building are used to set up performance indicators for the OD work and promote experience sharing on best practices.

Intense follow-up and support at zonal and sub regional levels for these programmes will be necessary for them to be successful and to increase the preparedness and response capacity in the sub-zone through human resources capacity and availability of relevant equipment. This is particularly important with regards to human influenza pandemic preparedness (H2P) and response as this is a major threat linking all aspects of PHE and DM and requires a joint. Logical frameworks including long-term indicators are developed for the programmes as recommended in the planning process guidelines. Programme managers ensure monitoring and evaluation of programme progress and achievements through regular field visits conducted from the data base settled before implementing any programme. The finance team also issues monthly reports on the performance indicators. Particular focus will be paid to improve monitoring and evaluation mechanisms.

Budget summary

Programmes	2010 budget	2011 budget	Total budget CHF
Disaster Management	1,331,551	1,331,551	2,663,102
Health & Care	2,653,540	1,978,614	4,632,154
Organisational Development	816,045	762,569	1,578,614
Humanitarian Values	459,893	-	459,893
Coordination	853,433	853,433	1,706,866
TOTAL	6,114,462	4,926,167	11,040,629

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

- In the **West and Central Africa Sub-zone**, Senegal: Alasan Senghore, Director for Africa Zone; email: alasan.senghore@Federation.org; phone +(221) 33 869 3641; fax.: +(221) 33 820 25 34

[Click here to return to the title page](#)

MAA61001 - West and Central Africa

Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	190,000	233,000				423,000
Land, vehicles & equipment	30,000	92,117				122,117
Transport & Storage	120,000	96,192			19,200	235,392
Personnel	468,000	1,114,075	549,002	218,200	441,600	2,790,877
Workshops & Training	170,000	392,686	105,000	75,000	176,091	918,777
General Expenditure	267,000	552,989	109,000	136,800	161,069	1,226,858
Depreciation						
Contributions & Transfers						
Programme Support	86,551	172,480	53,043	29,893	55,473	397,440
Services						
Contingency						
Total Budget 2010	1,331,551	2,653,540	816,045	459,893	853,433	6,114,462

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	190,000	233,000				423,000
Land, vehicles & equipment	30,000	49,900				79,900
Transport & Storage	120,000	61,000			19,200	200,200
Personnel	468,000	797,600	549,002		441,600	2,256,202
Workshops & Training	170,000	300,000	55,000		176,091	701,091
General Expenditure	267,000	408,504	109,000		161,069	945,573
Depreciation						
Contributions & Transfers						
Programme Support	86,551	128,610	49,567		55,473	320,201
Services						
Contingency						
Total Budget 2011	1,331,551	1,978,614	762,569		853,433	4,926,167