

# Plan 2010-2011



## West Coast Regional Representation

### Executive summary

The West Coast regional office – based in Abuja, Nigeria – covers seven National Societies (Benin, Côte d'Ivoire, Ghana, Liberia, Nigeria, Sierra Leone and Togo). However, with the presence of Federation country representation in Liberia, the Liberian Red Cross Society (LRCS) produces separate plan. The West Coast regional office directly works with the six National Societies covered by this plan. Programmes have been designed to ensure self-reliance systems and resources at community level through strengthening the capacities of National Societies. The main focus of these programmes is to address the needs of vulnerable people, especially people living with HIV (PLHIV), women, orphans and vulnerable children (OVC), and the aged.

The priorities for 2010-2011 as contained in this plan in the West Coast region are guided by the Federation's Global Agenda goals and the Framework for Action. Specific plans will be drawn from the Global Secretariat objectives and from the Algiers Plan of Action. This plan is a reflection of the needs emanating from this context and based on the National Societies' own strategic development plans (SDP) and Cooperation Agreement Strategies (CAS). Therefore, the strategy is to implement the vision of National Societies as presented in these documents. Programmatic approaches which build on the existing partnerships and structures established over the past years will be taken into consideration. New partnerships will be encouraged by drawing from lessons learned and employing new innovative ways of carrying out activities.

The commitment to ensure that West Coast National Societies scale up their activities demands that all stakeholders rise to the challenges that conflicts, disasters, population movements, poverty, food insecurity, HIV/AIDS, avian and human pandemic and other health related challenges across the region pose to the traditional ways of providing assistance. The West Coast regional office key areas of support to the National Societies shall be to assist them in designing relevant disaster management and health strategies which shall lead to the reduction in the number of death, injuries and impact from disasters, diseases and health emergencies. It is critical that continued multi-sectoral and integrated assistance is provided to increase capacities at community level to enable vulnerable people in the West Coast region to better cope with the inherent risks that they face.

The population to be reached is estimated at about 11,150,000 people, representing vulnerable people in the communities in countries covered by the West Coast regional office mostly children, women and the aged and Red Cross staff, members and volunteers.

**The total budget for 2010 and 2011 is CHF 6,579,111 (USD 6,352,946 or EUR 4,358,759).**

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

### Regional context

Insecurity and slow peace building processes following many years of conflict in the region constitute great concern in the West Coast region. The region is known for unstable democratic structures, communal clashes, civil conflicts and non adherence to frameworks to improve good governance and accountability. The rate of unemployment is on the increase and unemployed youths have resulted into criminal activities such as abduction, killing and destruction of state property to pass across their

messages to the state authorities. This has inevitably resulted in increased population movements and socioeconomic instability.

The West Coast region like other parts of West Africa experiences recurrent natural and man-made disasters like floods, severe winds, communal clashes and fire outbreaks. These disasters often lead to other health hazards such as cholera, diarrhoea and malaria.

Due to its geographical situation, countries located in the Gulf of Guinea are exposed to the impact of climate changes: these countries will face more and more severe floods or droughts affecting more people due to the high urbanization.

The poor health indicators in the region is characterized by high under five mortality rates of between 150-250 /1000 live births due largely to the malaria and communicable diseases like polio and measles. Maternal mortality ratios are also very high ranging from 800-1000 /100,000 live births, according to the WHO/AFRO country health profiles statistics 2006. The region is also plagued with HIV/AIDS average prevalence of about 5% amongst population aged 15-49 years who constitutes the productive segment of the population, according to UNAIDS 2008 report on global AID epidemic.

Malaria kills an African child every 30 seconds and of this several hundred thousands of them live in West Africa and a large population of under five still do not have access to sleeping under insecticide treated nets. Child abuse in the form of child prostitution and labour is evident in all the countries in the region as the right of the woman is still being challenged by traditional belief and culture.

Poor sanitation and poor access to potable water is contributory to some of the public health challenges faced by countries in the region. It is estimated that less than 50% of the population in the region have improved access to sanitation facility and drinking water source (WHO/AFRO Country health profiles statistics 2006). Meningitis outbreak is still recurrent in the northern part of Nigeria, Ghana, Benin and Côte d'Ivoire.

Combinations of poverty, under nutrition poor health and social facilities have continued to slow down progress in the region.

According to the UNDP 2008 Human Development Report, the region has a high percentage of people living below one dollar a day and public health facilities are inadequate to take care of the increasing population that is continually threatened by diseases, hunger and deaths. Using the three dimensional composite measure of the average progress of a country in human development, which focuses on: living a long and healthy life (measured by life expectancy), being educated (measured by adult literacy and enrolment at the primary, secondary and tertiary level) and having a decent standard of living (measured by purchasing power parity, PPP, income), known as the human development index (HDI), Sierra Leone with an HDI of 0.329, ranks 179<sup>th</sup> out of 179 countries with data. The other six countries in the region are also ranked low on HDI. Within the region, Liberia has the highest percentage of population living below one dollar (83.7%) closely followed by Nigeria (64.4%). Côte d'Ivoire also has the lowest percentage of children enrolled in schools, while Sierra Leone has the lowest life expectancy (42 years).

The poverty affecting a big part of the population of Nigeria, yet the first African oil producing country , recurrent ethnic and religious conflicts, tensions between some minorities in the Niger Delta in Nigeria and firearm trafficking will continue to be a high risk of insecurity and population movement in the region.

Uncertainties still present in the peace making process in Cote d'Ivoire and the suspicion of political and military actors remain a source of instability in the region. The fragility of the peace in Liberia and Sierra Leone requires a real follow up action.

These different challenges impose to have in the region strong NS, well prepared to act in case of emergency with a strong network of volunteers

**Table 1: Global Human Development Report (UNDP Human Development Index)**

Country	HDI Ranking (Low income group)	*Population (Millions)	Life expectancy at birth (Years)	Human Poverty Index (HPI-1) 2006	GDP per Capita (USD)	Combined Primary, Secondary & Tertiary gross enrolment ratio (%) 2006	Adult literacy rate
Benin	161	8.5	56	44.5	1,141	52.4	35

Côte d'Ivoire	166	18.6	48	40.5	1,648	37.5	49
Ghana	142	22.5	59	28	2,480	52.9	58
Nigeria	154	141.4	47	37	1,128	52.5	69
Togo	159	6.2	58	37.2	1,506	56.6	53
Sierra Leone	179	5.6	42	51.2	806	44.6	36

\*As at 2005

## National Society priorities and current work with partners

The general goal of National Societies in the West Coast is to ensure that all programmes focus on the needs of vulnerable populations and are in line with the Global Agenda goals of the Federation. The priorities of National Societies for 2010-2011 are to consolidate and scale up activities in the core programme areas of disaster management, health and care, organizational development and humanitarian values and principles. National Societies shall continue to scale up their health and care activities to alleviate illness and death by focusing on maternal and child health, malaria, water and sanitation and public health in emergencies and HIV/AIDS through awareness activities. Great priority shall be accorded to community based health programme as more attention is being given to capacity building at community level. As part of effort to scale up activities against HIV/AIDS, the Nigerian Red Cross Society (NRCS) is already part of the Global Alliance on HIV/AIDS. The Red Cross National Societies of Ghana and Togo are in the process of joining the Alliance as the other National Societies are being encouraged to do the same.

As the National Societies are being encouraged and supported to focus more on disaster risk reduction at community level, they will also continue to focus on strengthening the capacity of their volunteers and raise communities' awareness in disaster preparedness and response in the region. Training and equipping disaster response teams in the region shall be strengthened.

Food security forms part of the activities of National Societies in the West Coast region. Food security projects are ongoing in the region though at small scale. Food insecurity in some countries has led to population movement within the region with its attendant effects on the lives of the people. Some National Societies are working in collaboration with government agencies to find a way of reducing the effects of food crisis.

National Societies shall be encouraged to strengthen their capacities through organizational development process, effective financial and programme management systems, volunteer development and management.

National Societies in the West Coast region have been actively participating in the promotion of the humanitarian Values and Principles of the Red Cross through public awareness campaigns, bulletins and newsletters. National Societies shall give priority to initiatives to address the issues of sexual and gender-based violence and sensitize populations on women and children rights. They shall also encourage gender equality and women empowerment in line with the Millennium Development Goals (MDG). The West Coast National Societies will continue to strengthen their capacity in this area to enhance the visibility of the Red Cross through adequate coverage and publicity of Red Cross humanitarian activities in the region.

National Societies in the West Coast region have been working in partnership with Partner National Societies, UN agencies, NGO and government agencies in their respective countries. They have also been working with other Movement partners such as ICRC and the Federation. The Department for International Development (DFID) has been supporting some National Societies in disaster preparedness and response through its Institutional Strategy III project. The Swedish Civil Contingency Agency (SCCA) in collaboration with the Swedish Red Cross is also partnering with the National Societies of Liberia, Nigeria and Sierra Leone in disaster management capacity building. This initiative started as a pilot project in 2008 and is expected to reach other National Societies in the region. The Finnish Red Cross is also providing support in disaster management. Some National Societies are collaborating and working on bilateral agreement basis with some other RC partners like Spanish,

French, Danish, Canadian, American, and Belgium. Partnerships with government agencies have been strengthening cooperation and coordination of activities of the Red Cross in alignment with government policies on health and disaster management. Below is the list of partners in the region including those working bilaterally and multilaterally and their areas of support:

	<b>Partners</b>	<b>Programmes</b>	<b>Countries</b>
1.	International Federation	DM, Health and Care, OD/CB, HV	All the countries in the West Coast
2.	ICRC	DM, and HV	Benin, Côte d'Ivoire, Ghana, Nigeria, Sierra Leone and Togo
3.	British Red Cross/DFID	DM (including food security), Health & Care , OD/CB, HV	Côte d'Ivoire, Nigeria and Sierra Leone
4.	Swedish Red Cross	DM, Health and Care, OD/CB; HV	Nigeria, Côte d'Ivoire, Ghana and Sierra Leone
5.	Finnish Red Cross	DM and Health & Care	Côte d'Ivoire, Ghana, Nigeria and Sierra Leone
6.	Swedish Civil Contingency Agency	DM	Nigeria, Sierra Leone
7.	USAID	Health & Care (H2P and Malaria)	Benin, Ghana and Nigeria
8.	Norwegian Red Cross	OD/CB, Health & Care and HV	Côte d'Ivoire and Sierra Leone
9.	Irish Aid	Health and Care, OD/CB, DM	West Coast regional office
10.	Canadian Red Cross	Health & Care and OD/CB	Côte d'Ivoire, Sierra Leone and Togo
11.	Japanese Red Cross	HV	Benin
12.	Spanish Red Cross	Health and Care, HV; DM and OD/CB	Benin, Côte d'Ivoire, Ghana, Sierra Leone, Nigeria and Togo
13.	Danish Red Cross	Health & Care	Togo
14.	Iceland Red Cross	OD/CB, HV	Sierra Leone
15.	Netherlands Red Cross	OD/CB, HV and Health & Care	Côte d'Ivoire and Sierra Leone
16.	Nestlé/Shell/Belgian Red Cross	Health and Care (Watsan)	Côte d'Ivoire and Nigeria
17.	Swiss Red Cross/Solidarity Chain	HV, Health	Ghana and Togo
18.	French Red Cross	DM and Health & Care (HIV)	Côte d'Ivoire and Togo
19.	German Red Cross	DM	Togo
20.	UN agencies	DM, Health & Care and HV	In all the 6 countries

## Secretariat supported programmes in 2010-2011

The Federation's priorities in the region are guided by the Federation's Global Agenda goals and the Framework for Action. Specific plans will be drawn from the global Secretariat objectives, and in the spirit of the Algiers Plan of Action, thus:

- Building and strengthening the capacity of National Societies through National Society organizational change management, including strong organizational capacity development and volunteer development and management;
- Intensified capacity building;
- Scaling up ARCHI 2010 interventions, including HIV/AIDS, water and sanitation (Watsan), community-based health programme (CBHP) and malaria interventions;
- Building capacity for public health emergency preparedness and response including avian and human pandemic;

- Effective food security interventions covering long-term sustainable development, effective disaster preparedness and mitigation and risk reduction;
- Coordination, cooperation and building strategic partnerships;
- Effective representation and advocacy;
- High quality governance support; and
- Effective Federation management.

Of high priority will be the West Coast regional office role as coordinator of the Cooperation Agreement Strategy (CAS) and Operational Alliance processes that facilitate harmonization of external Red Cross partnerships in priority areas and encourages National Societies to retain ownership of their development process while strengthening their capacity to deliver services.

## Disaster Management

Lessons learned from various disaster responses have served to identify priorities for 2010-2011 and to improve disaster response plans and mechanisms. The Federation will continue to support National Societies in improving their response capacity and to coordinate regional planning in disaster management.

National Societies in the region are now intensifying efforts to improve self-reliance of communities to reduce their vulnerability to disasters by different risk reduction and climate change adaptation initiatives at community level. The West Coast regional office will continue to support the National Societies in increasing their capacity in risk reduction and climate change adaptation, and will support development and implementation of community based risk reduction, Early Warning System (EWS) and food security projects.

The implementation of the 3-year pilot capacity building project in disaster management with focus on risk reduction will continue in Liberia, Nigeria and Sierra Leone in collaboration with the Swedish Civil Contingency Agency and the Swedish Red Cross. DFID will continue its support in Nigeria.

The West Coast regional office shall support and facilitate training needs of National Societies in the region and ensure that lessons learned from other risk reduction initiatives in and outside the Movement are shared with the National Societies.

The West Coast regional office will continue to support the National Societies in the region in providing assistance to people affected by disasters. The Federation will strive to ensure rapid and effective intervention by National Societies in this regard.

In line with strategic disaster management guidelines of the West Coast National Societies, the target beneficiaries of the Red Cross disaster interventions in the region is estimated at 750,000 people and are mostly members of vulnerable communities who are exposed to natural and man-made disasters. These are mostly children, youths, women, the elderly and people with physical disabilities. In line with the Federation's Strategy 2010, the National Societies will continue to strengthen staff and volunteers' knowledge in disaster preparedness and response capacity.

During the implementation of 2010-2011 DM support activities, the West Coast regional office shall give priorities to National Societies based on their needs and occurrence of events. The National Societies of Côte d'Ivoire and Nigeria shall be supported in risk reduction projects with funding from DFID while attention will also be given to Benin and Ghana in this regard. With General elections coming up in some countries in the region during this period, priority shall be given to these National Societies. The National Societies will be supported in disaster preparedness and response (election contingency plan). The Federation will continue to support normal emergency response activities of all the National Societies in the region as the need arises.

## a) The purpose and components of the programme

### Programme purpose

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

The disaster management programme budget is CHF 1,496,007 (USD 1,444,579 or EUR 991,126).

### Programme component 1: Disaster management planning

**Component outcome 1:** National Societies have developed a disaster management strategy and annual disaster management plans

**Component outcome 2:** National Societies have developed and updated contingency plans for most recurrent hazards

**Component outcome 3:** National Societies have defined a common strategy for cross border response

### Programme component 2: Organizational preparedness

**Component outcome 1:** The pool of RDRT members have been strengthened by additional training for effective support in disaster response in the region

**Component outcome 2:** National Societies have trained and equipped NDRTs for effective disaster response

**Component outcome 3:** The pre-positioned stock of non-food items in the region has been replenished and National Societies receive a small stock of non-food items

### Programme component 3: Community preparedness/Disaster risk reduction

**Component outcome 1:** Vulnerabilities and capacities of target communities are known and community disaster management committees (CBDMC) have been established and trained by National Societies

**Component outcome 2:** Risk reduction activities at community level are sustained through CBDMC empowerment

**Component outcome 3:** National Societies have established an early warning system (EWS) in flood prone zones

**Component outcome 4:** National Societies make use of meteorological information in disaster risk reduction activities

### Programme component 4: Disaster response

**Component outcome 1:** The response interventions of National Societies in the region have improved and are promptly meeting the needs of the people affected by disasters

**Component outcome 2:** National Societies have included a recovery component in the response activities

## b) Potential risks and challenges

The implementation of activities of disaster management programmes depends mainly on external funding. Timely availability of funds will enhance early preparation and implementation of these activities. The West Coast regional office encourages National Societies to strengthen their internal revenue base. Most National Societies in the region lack the necessary human capacity in disaster management. Based on the need by National Societies, trainings shall be organized for staff, volunteers of the Red Cross and community people. The volatile security situation in some countries could constitute a major challenge to programme implementation and sometimes making access to vulnerable communities difficult. National Societies will continue to work in collaboration with government agencies in this regard.

## Health and Care

The West Coast regional office shall continue to assist the National Societies to scale-up their efforts in reducing vulnerability to HIV/AIDS and its impact. Presently, HIV/AIDS activities of the Nigerian Red Cross Society are supported through the HIV/AIDS Global Alliance (GA) with the National Societies of Ghana and Togo indicating interests to join the Alliance. The other National Societies are exploring the possibility of joining the Alliance. The Federation shall support the West Coast National Societies in preventing further infections through peer education, community mobilization, information, education, and communication (IEC) for targeted vulnerable groups and promoting voluntary counselling and testing (VCT). It shall also support National Societies to expand care and access to treatment and support (comprehensive home-based care programmes, including support for orphans and vulnerable children, nutrition and facilitating access to antiretroviral treatment) and reduce stigma and discrimination (workplace programmes and prevention education). The West Coast regional office of the Federation shall support all the National Societies to develop a common system for HIV/AIDS programme management, monitoring and reporting of progress on programme achievements and funding. Priority will be given to the following National Societies: Nigeria, Ghana and Côte d'Ivoire. The HIV/AIDS programme in these countries will target sex workers, prison inmates, youths, long-distance drivers and PLWHIV.

The West Coast regional office shall support all National Societies in the region to continue their keep-up activities, facilitate antenatal care attendance through mothers' club, encourage nutritional activities and promote immunization activities and health literacy.

The West Coast regional office shall continue to support ongoing capacity building of the volunteers at community level (CBHFA) in line with ARCHI 2010. The Red Cross community-based health programme will increase awareness and reduction of stigma associated to TB/HIV through advocacy, communication and social mobilization. It is envisaged that through the different programmes within the National Societies, child mortality will be reduced whilst maternal health is improved through the expansion of Mothers' clubs in more communities. Malaria and communicable diseases such as polio and measles will be reduced and possibly eliminated through increased uptake of integrated immunization services.

The West Coast regional office will support the building and strengthening of the technical capacities of the National Societies (Nigeria, Togo, Sierra Leone, Benin and Ghana) to contribute to the reduction of the threats and mitigation of the impact of the recurrent public health emergency threats in the region through the strengthening of disease surveillance activities, behavioural change, communication, provision of emergency first aid, case identification and referral as well as rapid and effective response to emergencies. It is envisaged that during the 2010-2011 planning cycle there will be an appreciable increase in capacity in relation to disaster preparedness and response in the region.

The National Societies of Ghana, Côte d'Ivoire and Sierra Leone have been active in public health in emergencies. However with the recent threats of avian and human influenza the National Societies of Nigeria, Benin and Ghana will be supported through trainings, supply of relevant tools and kits to effectively respond to the emerging threat of human influenza pandemic. Other National Societies will be equally supported in producing pandemic preparedness plans and business continuity plans.

Water and sanitation programming is gradually scaling up in the West Coast region. The National Societies of Côte d'Ivoire and Nigeria will scale up their water and sanitation activities as more target communities are being identified for intervention through the provision of boreholes wells, latrines, hygiene promotion and training. Efforts will also be made to seek support for water and sanitation related interventions for National Societies that are currently not implementing Watsan programs. This will contribute to the reduction of water and sanitation related diseases in the target communities.

It is estimated that regional health programme in 2010-2011 will reach 5,000,000 direct and indirect beneficiaries within the West Coast region. The target population for each of the National Societies will be the most vulnerable, comprising children under the age of five, pregnant women, youths and the elderly.

Finally, the West Coast regional office, through the Zone office in Dakar will strive to strengthen the capacity of the region's National Societies to carry out planned health activities through improved human resources and partnership building.

### a) The purpose and components of the programme

<b>Programme purpose</b>
--------------------------

To reduce the number of deaths, illnesses and impact from diseases and public health emergencies
--

The health and care programme budget is CHF 2,447,875 (USD 2,363,726 or EUR 1,621,753).

<b>Programme component 1: HIV/ AIDS</b>
---

<b>Component outcome:</b> Vulnerability to HIV and its impact is reduced by preventing further infections, expanding care, facilitating access to treatment, home-based care and support, as well as reducing stigma and discrimination
---

<b>Programme component 2: Community-based health (CBHP) and first aid (CBFA)</b>
--

<b>Component outcome:</b> Increased "healthy communities" capable of coping with health and disaster challenges through community based integrated health and first-aid activities
--

<b>Programme component 3: Health in emergencies</b>
---

<b>Component outcome:</b> 1. Improved access to preventive health services in the target communities
--

<b>Programme component 4: Water and sanitation (Watsan)</b>
---

<b>Component outcome:</b> Access to safe water and sanitation services in the target communities is improved
--

### b) Potential risks and challenges

The major challenge at the regional level is funding. The availability and sustainability of funding is a continuous challenge to programme implementation. There is need to explore additional funding options like the GFATM to sustain programme implementation within the region. There is the need to consider the question of the capacity of absorption of National Societies, i.e. their capability to utilise additional funds within the required implementation timeframes if such funds were to become available.

## Organisational Development/Capacity Building

The West Coast regional office shall be more focused on the National Societies of Benin, Côte d'Ivoire and Nigeria during the implementation period of OD activities. However, the office shall continue to support others as the needs arise. Priorities under capacity building will be mainly drawn from the organizational needs of National Societies. National Societies in the region yet to revise their strategic development plan will be supported in this process. The West Coast regional office will continue to assist National Societies in their intensive capacity building process. The West Coast regional office will give technical support to National Societies to access the ICB fund to strengthen their organizational and management capacities.

The Federation will facilitate and encourage credible leadership and good governance in the National Societies by facilitating the leadership and management access to training tools related to the good governance and the management of a Well Functioning National Society (WFNS). The West Coast regional office will continue to render technical support services to National Societies with the aim of enhancing separation of governance and management functions. In order for the West Coast National Societies to be well functioning, the West Coast regional office will support and facilitate the review of their legal bases and their effort to building strong and effective management structures.

The Federation will support and facilitate the putting in place and sustainability of adequate financial and administrative systems and procedures in the National Societies through financial development process and staff training. With the experience of Sierra Leone where a Federation Finance

Development Delegate assisted the SLRCS in developing its financial system, other National Societies with priority given to Côte d'Ivoire and Nigeria will be encouraged in that direction. The West Coast office will continue to advice and support National Societies in the region on the importance of a strong financial management system and audit as veritable tools for resource mobilization.

In the efforts to enhance the funding base of National Societies, the management of each of the National Societies will be encouraged to increase their income generating activities. Already the SLRCS has developed its fundraising strategy and scaled up its revenue generating activities through its commercial first-aid venture. The West Coast regional office will share lessons learned from the SLRCS experience with other National Societies in the region.

The Federation will continue to support National Societies in the development of strong and effective volunteer network. Mothers' clubs and school unit structures have proved to be effective tool in reaching vulnerable communities with Red Cross activities. The West Coast regional office will continue to provide technical support to National Societies to strengthen their grassroots units for better service delivery. National Societies will be assisted in the areas of volunteer policy and database development initiative as well as training of volunteer management officers.

### a) The purpose and components of the programme

<b>Programme purpose</b>
To increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

**The organizational development/capacity building programme budget is CHF 748,009 (USD 722,295 or EUR 495,567).**

<b>Programme component 1: Support National Society OD process</b>
<b>Component outcome 1:</b> National Societies of Benin and Nigeria have revised and updated their strategic development plan (SDP) and are using it as basis for programme development and tailored support will be provided to other NSs on their request
<b>Component outcome 2:</b> National Societies of Benin and Nigeria have improved on their OD with support from Federation based on their needs

<b>Programme component 2: Leadership and management development</b>
<b>Component outcome 1:</b> In the six NSs targeted by the plan, members of governance and management have clearly understood their role and responsibilities as stipulated in the statutes
<b>Component outcome 2:</b> Revised and updated statutes are in place in all the National Societies in the region
<b>Component outcome 3:</b> Improved financial management system is in place in all National Societies in the region
<b>Component outcome 4:</b> Fundraising and Income generation for sustainability is enhanced

<b>Programme component 3: Volunteering development</b>
<b>Component outcome 1:</b> Improved service delivery at community level through effective and improved Mothers' club structure
<b>Component outcome 2:</b> Effective volunteering management system for volunteering policy implementation is in place in Togo and Côte d'Ivoire

## **b) Potential risks and challenges**

Inadequate funding to carry out OD/CB activities at branch level, non compliance with procedures, lack of commitment and lack of effective monitoring and evaluation system are challenges faced in OD activities. The issue of human resources management constitutes another major challenge within the National Societies in the region. Frequent changes in top management posts and lack of qualified personnel to assume key management positions are common features affecting effective human resources management in the region.

## **Principles and Values**

The West Coast regional office has been supporting National Societies in the promotion of humanitarian values and fundamental principles. Public awareness campaigns and sensitization of public authorities and civil society and communities have increased in recent past. The West Coast regional office shall continue to support National Societies in sensitizing their members, staff and mostly volunteers in the Fundamental Principles as they are always in contact with the community people to carry out Red Cross activities. The National Societies of Sierra Leone and Côte d'Ivoire will continue to be supported in their post-war peace and tolerance activities through Community Peace Support project. The National Societies of Nigeria and Ghana will also be encouraged and supported in their peace and tolerance sensitization activities in their respective countries where communal and religious crisis are recurrent events. National Societies will improve their partnerships with the media in promoting humanitarian values and the image of the Movement.

National Societies in the region shall intensify efforts to make communities understand the negative effects of sexual and gender-based violence. Through counselling and awareness activities, they shall intensify campaign against child abuse in target communities. The West Coast regional office will support collaborative and coordinated efforts among the National Societies in their campaign against child trafficking. The SLRCS will continue to receive support from the Federation in the rehabilitation projects for victims of war in Sierra Leone. War amputees will continue to be reintegrated and empowered through the war amputees' reintegration and empowerment (WARE) programme. The war-affected children and youth projects - Child Advocacy and Reintegration (CAR) and Youth Empowerment Programme (YEP) of the SLRCS will also continue to get the support of the West Coast regional office. The West Coast regional office will continue to support the National Societies in their activities to promote the rights of women. The National Society of Sierra Leone will be encouraged to scale up its activities towards encouraging women to participate in decision making in their communities and thereby contributing to the development of their communities.

In order to enhance the promotion of Red Cross activities and improve the visibility of the Red Cross in the region, the West Coast regional office with support from the Zone office will support the strengthening of National Societies' capacity in communication. Priority shall be given to two National Societies to be identified during 2010-2011.

The target direct beneficiaries under this programme are mainly children, youths, women and people who are physically challenged with the target estimated at 400,000 people. Other groups of beneficiaries are staff and members of National Societies and the general public including the media. An estimated 5,000,000 people are expected to be reached with Red Cross awareness messages on humanitarian values and principles.

## **a) The purpose and components of the programme**

<b>Programme purpose</b>
To promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion

**The principles and values programme budget is CHF 1,326,219 (USD 1,280,628 or EUR 878,639).**

<b>Programme component 1: Promotion of humanitarian principles and values</b>
<b>Component outcome 1:</b> Improved understanding of the Fundamental Principles among members,

staff and volunteers of National Societies in the region
<b>Component outcome 2:</b> Public authorities have enhanced their understanding of the Fundamental Principles
<b>Component outcome 3:</b> National Societies in war-torn countries have increased community awareness on peace and tolerance
<b>Component outcome 4:</b> Enhanced communication capacity of National Societies to promote visibility of Red Cross activities

<b>Programme component 2:</b> Anti-discrimination and violence prevention/reduction
<b>Component outcome 1:</b> National Societies' activities in Sierra Leone and Côte d'Ivoire have improved respect for child and woman's rights in the region
<b>Component outcome 2:</b> Cases of gender-based violence and discrimination against war affected people have reduced in the region

### **b) Potential risks and challenges**

The prolonged experience of international support and lack of favourable environment have affected the ability to explore local fundraising activities which has resulted in donor dependency. Short-term *ad hoc* support from partners makes long-term planning extremely difficult and uncertain. Some cultural beliefs, government policies and traditional practices conflict with the Fundamental Principles that affect the ability of National Societies to deliver humanitarian services to the most vulnerable people.

## Role of the secretariat

**The Secretariat budget for its support role is CHF 561,001 (USD 541,715 or EUR 371,671)**

### **a) Technical programme support**

The West Coast regional office shall be supporting National Societies' capacity building. It will also lead in effective coordination of bilateral support with key partners and in the development of strategic partnerships with key stakeholders. The support to National Societies shall also focus on the development of sustainable human and material resources.

The West Coast regional office will support Nigeria, Ghana, Sierra Leone and Côte d'Ivoire in rolling out the CBHFA training for coaches / supervisors. National Societies will be accorded support in developing proposals and plans of action for potential partners. The West Coast regional office will continue to support National Societies in the facilitation of training sessions and workshops. As the need arises and to enhance the capacity of National Societies in programme and projects implementation, support will be given to the National Societies through supervisory and monitoring visits to the various National Societies with a view to building the skills and technical capacities of the programme officers in assessment activities, programme design, monitoring and evaluation, and programme reporting and communications. The West Coast regional office will also continue to provide logistic support to the National Societies when necessary and needed. The region will equally support the strengthening of existing partnerships networks that National Societies have established with development partners and Partner National Societies, and would engender the developments of new lines of collaboration with other development partners willing to support the National Societies in the implementation of their various health activities. The West Coast office will continue to provide technical support to regional integration through the West Coast regional Group.

### **b) Partnership development and coordination**

The West Coast regional office will act as a central coordinating and facilitating body for the Federation in the region. It will work with National Societies and partners in the region to strengthen coordination, planning and harmonization of activities.

Networking with local organizations, the UN system agencies, international organizations and foreign missions and embassies accredited to Nigeria and to other countries within the West Coast region is a priority to the West Coast regional office. The West Coast regional office shall intensify efforts in this direction through meetings with these agencies and work further on area of partnership to support National Societies. The West Coast regional office will provide technical support to National Societies in building strong partnership with local and international institutions operating in these countries.

Abuja started since the 2009-2010 planning process to harmonize with ICRC. The West Coast regional office will extend this harmonization of planning with other ICRC offices in the West Coast region. Joint planning with partners is the key to successful integration and implementation of programmes. The Federation will continue to work under the West Coast Regional Group network, harnessing and coordinating the bilateral roles and initiatives of PNS. This ensures that effective and high-impact support is rendered to National Societies in their programmatic sectors.

In addition to this regional coordination, a mechanism will be established to ensure that its priorities remain responsive to National Societies' membership base and that National Societies are empowered to reach more vulnerable people. Coordination and constant engagement with Partner National Societies (PNS), with bilateral programmes and other key stakeholders, including UN agencies, will be strengthened.

### **c) Representation and Advocacy**

The West Coast regional office shall continue to strengthen representation and advocacy activities in the region. The office will endeavour to represent and promote visibility to the work of the Federation and National Societies in service delivery and advocacy in favour of the most vulnerable. It will attempt to influence the humanitarian agenda by identifying critical issues and developing and advocating ideas and solutions as appropriate. The aim is to position National Societies and the Federation as leading humanitarian organizations and in turn create the basis for more effective partnerships.

Contacts with governments, diplomatic missions, international organizations, NGOs and media organizations in the region will be strengthened. Federation presence will be used to raise profile, strengthen partnership opportunities and promote Federation's policies.

Country and regional meetings, particularly meetings with the West Coast Regional Group and the West and Central African Red Cross network, Economic Community of West African States (ECOWAS) and meetings with UN organizations will be used as a platform for championing Federation's policies and position in the region.

Major events such as the World Red Cross and Red Crescent Day, World Malaria Day, World AIDS Day and the World Disasters Report will continue to be utilized successfully to profile Movement activities. The West Coast regional office shall encourage National Societies in enhancing their visibility through their magazines and bulletins. It is envisaged that the zone's magazine will be effectively utilized to promote the activities of the National Societies in the region. Media contacts will remain an important part in publicizing the work of the Red Cross and Red Crescent. Advocacy issues need to be further promoted, especially on the issues regarding HIV/AIDS, avian and human pandemic, disaster management, anti-discrimination and violence prevention.

The Federation West Coast regional office will strive to develop and expand links with all stakeholders (local and international media, diplomatic missions, civil society, local authorities, NGOs and the corporate sector) and secure coverage of disasters and emergency situations as well as events and/or activities linked with Federation campaigns and advocacy issues. The West Coast regional office will continue to build on the achievements recorded in the area since 2008.

The West Coast regional office will continue to support advocacy work bearing in mind that results will be achieved partly through building capacities within National Societies to advocate, communicate and establish their own external relations, including the critical relationship with their respective governments.

## Promoting gender equity and diversity

National Societies' programmes have been gender-inclusive using the Fundamental Principles and Code of Conduct in all its operations. The West Coast regional office will continue to give technical support to National Societies already involved in the concept of Mothers' clubs while encouraging others to share the experience.

Peer education, anti-HIV/AIDS clubs and the various activities designed for youths and women are all geared towards the promotion of gender equity and diversity. The Child Advocacy and Rehabilitation (CAR) and WARE are some of the projects the Federation shall continue to support in this regard. National Societies will continue to be supported in their fight against sexual and gender-based violence. The Mothers' clubs have been designed to ensure and sustain women participation in all programmes that touch their lives: immunization, malaria, child survival project, HIV/AIDS, poverty alleviation, water and sanitation. The Federation will continue to encourage National Societies in gender consideration among its volunteers, staff, and members of governance at all levels.

## Quality, accountability and learning

Project management is the overall responsibility of National Societies. They are responsible for the direct management of project activities, staff and volunteers. National Societies will collaborate with local partners, local authorities and communities in project management. The West Coast regional office will provide project management support and technical direction to the National Societies.

While the National Societies are responsible for finance management, procurement, monitoring and evaluation of projects as well as providing narrative and financial reports to donors, the West Coast regional office will continue to support in building their capacities in this regard. The West Coast regional office will manage Federation programming and resources in support of National Societies' organizational development, integrated health and care programme, operational alliances, regional disaster response, intensified capacity building and membership services. In the area of institutional capacity building, efforts will be directed to supporting the implementation of recommendations of National Societies' self-assessments and organizational audits. Regular programmes update and analysis will help to measure the progress, the added value and the impact of the programme. The number of people reached and the efficiency of the programme will be key performance indicators.

The field management support team needs to have the capacity to provide services in human resources and the strengthening of reliable information technology communications networks. Donor identification with individual projects is growing and donor reporting is becoming increasingly demanding; therefore the need for skills and capacity to cover these needs is an essential management function of National Societies. The Federation will support National Societies to ensure compliance, promote the sharing of lessons learned and best practices among National Societies in the region.

### Budget summary

Programmes	2010 budget	2011 budget	Total budget
Disaster Management	748,004	748,004	1,496,007
Health & Care	1,512,179	935,697	2,447,875
Organisational Development	374,004	374,004	748,009
Humanitarian Values	671,712	654,507	1,326,219
Coordination	280,501	280,501	561,001
<b>TOTAL</b>	<b>3,586,399</b>	<b>2,992,712</b>	<b>6,579,111</b>

## 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 Coast Regional Representation**: Thierry Coppens, Regional Representative; email; [thierry.coppens@ifrc.org](mailto:thierry.coppens@ifrc.org); phone: + 234 (0) 806 033 0391;
- In the **West and Central Africa Sub-Zone**, Dakar, Senegal: Alasan Senghore, Director for Africa Zone; email; [alasan.senghore@ifrc.org](mailto:alasan.senghore@ifrc.org) phone: +221 33 869 3640; fax: +221 33 820 25 34.

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

## MAA61002 - West Coast of Africa region

### 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	103,773	152,233		224,514		480,519
Land, vehicles & equipment		32,100	6,260			38,360
Transport & Storage	52,693	32,405	20,000	115,681		220,778
Personnel	130,976	283,065	74,713	157,474	156,600	802,827
Workshops & Training	226,989	462,839	103,112	16,958		809,898
General Expenditure	184,953	451,246	145,609	113,424	105,668	1,000,900
Depreciation						
Contributions & Transfers						
Programme Support	48,620	98,292	24,310	43,661	18,233	233,116
Services						
Contingency						
<b>Total Budget 2010</b>	<b>748,004</b>	<b>1,512,179</b>	<b>374,004</b>	<b>671,712</b>	<b>280,501</b>	<b>3,586,399</b>

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	103,773	152,233		224,514		480,519
Land, vehicles & equipment		12,580	6,260			18,840
Transport & Storage	52,693		20,000	115,681		188,373
Personnel	130,976	85,000	74,713	157,474	156,600	604,763
Workshops & Training	226,989	275,522	103,112	16,958		622,581
General Expenditure	184,953	349,541	145,609	97,337	105,668	883,109
Depreciation						
Contributions & Transfers						
Programme Support	48,620	60,820	24,310	42,543	18,233	194,526
Services						
Contingency						
<b>Total Budget 2011</b>	<b>748,004</b>	<b>935,697</b>	<b>374,004</b>	<b>654,507</b>	<b>280,501</b>	<b>2,992,712</b>